

Sales Management

THE MAGAZINE OF MARKETING

WESTERN UNION

DOMESTIC SERVICE

Check the class of service desired
and the rate of service in the
appropriate column.

CLASS OF SERVICE	RATE	TIME
DAY LETTER		
NIGHT LETTER		
DAY TELEGRAM		
NIGHT TELEGRAM		
DAY CABLE		
NIGHT CABLE		

INTERNATIONAL SERVICE

Check the class of service desired
and the rate of service in the
appropriate column.

CLASS OF SERVICE	RATE	TIME
DAY LETTER		
NIGHT LETTER		
DAY TELEGRAM		
NIGHT TELEGRAM		
DAY CABLE		
NIGHT CABLE		

... DON'T INCLUDE US AS SUBSCRIBING
TO UNCERTAINTY AND PESSIMISM ...
A SPECIAL REPORT FROM ADVERTISERS AND
AGENCIES ON PLANS FOR 1954. MAJORITY REPORT:
INCREASED AD BUDGETS

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Strangulation—or Rebirth
For Ike's Commerce Department?

Page 71

What a Purchasing Agent Expects
From Salesmen and Their Bosses

Page 24



FIFTY CENTS

NOV • 1 • 1953

Gifts his whole family will enjoy!

Handsome and useful gifts—not just for your customer or employee—but for his whole family... that describes the famous Dazey Line of Kitchen Helps. You can buy them singly or in special gift-packaged combinations of two, three, four and five items. Prices range from \$1.50, for the lowest-priced single item, to \$33.00 for the complete deluxe 5-item gift box. If you are not already familiar with Dazey Kitchen Helps, see them at your local gift, hardware, household appliance or department store. If your list runs long, write us direct, on your company letterhead, for catalog and quantity prices. DAZEY CORPORATION, ST. LOUIS 7, MISSOURI.

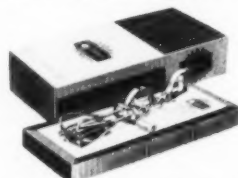


Dazey Deluxe Can Opener—Table Top Model 78C... Has all the features of the famous Dazey wall type can opener, including magnetic lid lifter. Opens round, square or oval cans. Height adjusts from short to tall 46-oz. juice cans. Red, Yellow, White... Retail price **\$7.95**. Same without magnetic lid lifter (Model 70) **\$6.95**.

Wall Type Model 88C (White, Red or Yellow) **\$5.49**.



Dazey "Blend-R-Mix"—Model 810C... Blends, whips or mixes anything mixable. Adjustable handle permits either right or left hand use. Easy to operate! Easy to clean! Rust proof... Chrome and Red, Yellow, Green, or Black handle. In Beautiful Gift Box. Retail for **\$5.95**.



Dazey "Cocktail Hour"—Combination ice crusher and cocktail shaker. Instantly adjusts to crush ice fine, medium or coarse. Fits the famous Dazey wall bracket. Perfect... wherever crushed ice is used. PK-5 White Enamelled body; Red, Black, Yellow, or Green transparent cup... Retail price, **\$11.95**. PK-5AC All Chrome body... Black transparent cup... Retail price, **\$13.95**.



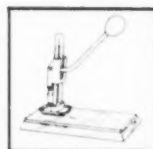
This beautiful gift package set of the Dazey Egg Beater, Triple Ice Crusher, Juicer, Deluxe Can Opener and Sharpit (knife and scissors sharpener) are as beautiful as they are useful. Gift Package PK-4C (Red, Yellow, or White with Chrome trim) Retail for **\$28.98**. Gift Package PK-4AC (All Chrome) Retail for **\$32.98**. Other Dazey gift packaged sets from **\$8.98 to \$19.98**.



Dazey "Sharpit"—Table Top Model 915C... Features twin sharpening wheels—one for sharpening—one for honing. Holds firmly to non-porous horizontal working surface by means of vacuum cup. Easily removable and portable. Red with Chrome trim. Retail for **\$7.25**. Same with single wheel (Model 905C)—**\$6.25**.



Dazey "Crackit", Nutcracker Set—Model PK-11... Cracks ends... splits nut shell lengthwise, so that nutmeats come out uncrushed. Special spring steel clamp-type bracket attached to wood base for quick easy mounting. In handsome gift box—**\$5.95** retail.



Be sure

- *Be sure to please him—*
- *Be sure to please his family—*
- *Be sure to give the best—*



AMERICA'S BEST-KNOWN LINE OF SMALL KITCHEN APPLIANCES

Swap jobs... just for a day?

That's right! Let the Mrs. make the 8:05 some morning while you pitch into *her* job of home management.

Plan the meals . . . coddle the children . . . empty the hamper . . . clean the house . . . do the shopping. What a workout you'll get . . . but you'll also get first hand knowledge of the size and special problems of a homemaker's job.

How does your wife manage?

Millions of women like your wife depend on McCall's—the magazine of home management—for the "how to" and "what with" information they need to care for their homes and families.

And as they get ideas from the editorial pages they become pre-sold on the products they find on the advertising pages.

That's why McCall's is *the way* to sell to women.

McCall's

... over 4,525,000 circulation



simple arithmetic*

When you add all the details that make a mailadvertising campaign, you may be inclined to throw up your hands and say, "to *! ## with it."

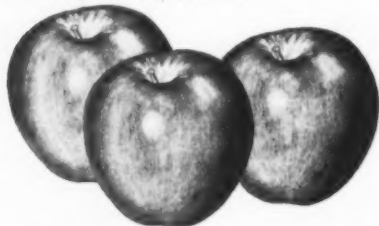
But don't despair . . .



James Gray, Inc. has invested the past thirty-four years in learning how to handle every one of those details. Now, multiply them by the hundreds of clients we serve today—and you'll come up with the right answer: James Gray, Inc. has the experience to subtract all the details from your shoulders — and give you efficient, economical service in every phase of lithography, printing and mailing.



Undivided attention to detail plus complete facilities for any direct mail production problem equals the James Gray service. Call or write today to have us sum up the help we offer you. No obligation, of course.



*ask us how we help Springer Publishing Co. multiply its sales

James Gray Inc.

lithographers lettercraftsmen printers

216 East 45th St.
New York 17, N. Y.
MUrray Hill 2-9000

Sales Management

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"... don't include us as subscribing to uncertainty and pessimism..."

A special report from advertisers and agencies on definite plans for 1954. Majority report: increased advertising budgets 52

"Related Item" Promotion Pays off
For IHC and Drott

International Harvester has the tractors and Drott has Bullclam shovels. They teamed up, budgeted \$14,000 for a promotion, and booked \$454,190 worth of orders as a result. Their market: municipalities with a garbage problem. 58

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How to Edit and Distribute
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But, first, how does this kind of publication differ from a "house organ"? Who uses it? How much does one cost? It is part of the revolution in direct mail dealer help.
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For Ike's Department of Commerce?

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How to Get a Salesman to Tell
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Whenever a salesman resigns, management can profit by an Exit Interview with him. It helps the firm spot, appraise, and correct grievances, and you may save a good man, too.
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A Custom-Selling Job

An irrigation system may cost as little as \$1,000—or as much as a quarter million. If company, dealer, and buyer are all to profit, there must be careful pre-sale preparation, expert engineering, conscientious post-sale follow through.
By Jack Folting, Sales Manager, Shur-Rane Dept., John Bean Div., Food Machinery & Chemical Corp.

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Advertise WHEN products are being chosen!

The timing of Industrial Equipment News . . . its ability to sell for you WHEN, as well as WHERE, products are being selected . . . has always been one of its strong points.

IEN is a monthly. But it's in DAILY use. After IEN is first checked for current product needs, it is neither discarded nor filed.

That's one reason we put the PRODUCT FINDING INDEX on the front cover. And why readers like and use this index so much. The way you can be sure your product story is on hand WHEN needed is to:

1. Choose Industrial Equipment News, the publication which is all-inclusive of product news and information;
2. Advertise in Industrial Equipment News, the one which has the *preference for reference*, for its completeness of information, its authoritative reporting, convenient format, handy indexing.

IEN reaches the right people in the right places AT THE RIGHT TIME!

Details?
Write for NEW
Media Data File Folder.

**Industrial
Equipment
News**

THOMAS PUBLISHING COMPANY

461 Eighth Avenue, New York 1, N. Y.

Unusual Care...



for Unusual Care on Long-Distance Moves Go the MAYFLOWER Way!

► When you move company personnel from one city to another, you want a mover who will take special care to see that the job is done quickly, efficiently and with a minimum of bother. That's why you'll want to try Mayflower Moving Service. Mayflower has pioneered more major refinements in long-distance moving than any other carrier. Mayflower service means extra precaution, extra protection and attention to even the smallest details. When you move by Mayflower, not only are special pads and covers used on all finished pieces, but Mayflower even provides special cloth bags for casters and screws so that they will not get lost or separated from the piece to which they belong. Mayflower Moving Service is complete in every respect. It's the safe, easy way to move. Whenever you have personnel to move, call your local Mayflower representative.



Special pads and covers are used for all finished pieces.

AERO MAYFLOWER TRANSIT COMPANY • Indianapolis

Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.



NATION-WIDE FURNITURE MOVERS



**EXECUTIVE OFFICES, 386 Fourth Avenue,
New York 16, N. Y. Lexington 2-1760**

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CHICAGO 1, ILL. (333 N. Michigan Avenue;
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Carmichael.

SANTA BARBARA, CALIF. (15 East de la
Guerra, P. O. Box 419, Santa Barbara
23612): Warwick S. Carpenter.

SUBSCRIPTIONS

DIRECTOR.....R. E. Smallwood
SUBSCRIPTION MANAGER.....C. V. Kohl
\$8.00 a year; Canada, \$9.00; Foreign \$10.00

SALES MEETINGS

(quarterly, Part II of SALES MANAGEMENT);
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Bldg., Philadelphia 10, Pa.

OFFICERS

PRESIDENT AND PUBLISHER.....Raymond Bill
GENERAL MANAGER.....Philip Salisbury
SALES MANAGER.....John W. Hartman
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VICE-PRESIDENTS.....C. E. Lovejoy, Jr.,
Merrill V. Reed, W. E. Dunsby, R. E. Smallwood

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Member



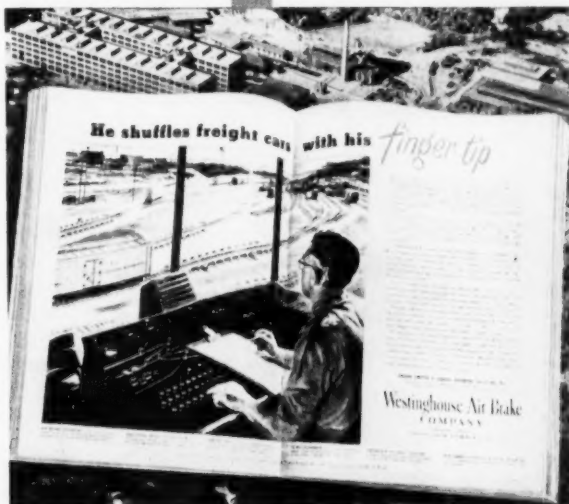
November 1, 1953 Volume 71 No. 9

BBDO Newsletter

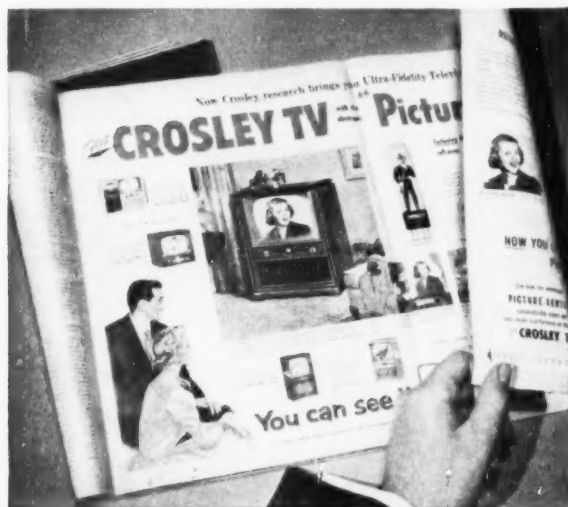
- 1 "Live" Commercials
- 2 New Fields
- 3 First Gate-Fold
- 4 Savings Smiles



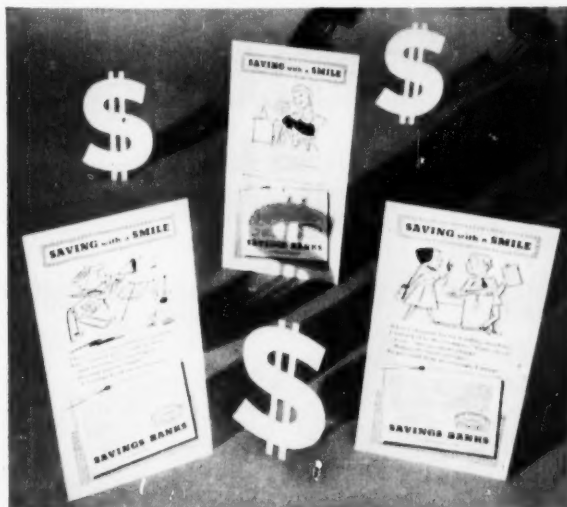
1 West Coast viewers get entertainment from every minute of Standard Oil of California's weekly *Chevron Theatre*. Even the commercials maintain interest through use of novel demonstration devices. Here, in this miniature hill-climbing test, a model car, powered by Chevron Supreme Gasoline, points up the product's advantages over other gasolines. A BBDO San Francisco client.



2 Informative advertisements by BBDO Pittsburgh help the Westinghouse Air Brake Company tell the story of its recent expansion into new fields. Appearing in *Business Week* and *U.S. News & World Report*, each 4-color spread features a different division or subsidiary manufacturing many types of industrial equipment such as communications systems, earth movers, and others.



3 This colorful gate-fold for Crosley TV Sets is the first such electronics advertisement ever to run in *Look*, *Collier's*, or *The Saturday Evening Post*. Giving this client a "leadership look," the distinctive folder opens right out of the magazine to promote the Crosley "Picture-Sentry." Copy and illustrations analyze common TV-reception ailments, tell how this Crosley development cures them.



4 Cartoons and limericks take this campaign for the Savings Banks of Massachusetts a long way from traditional bank advertising . . . and give a fresh and convincing touch to reasons for saving, as well. Prepared by BBDO Boston, the small-space series ran in Massachusetts newspapers, with television and radio support. An accompanying limerick-writing contest drew a gratifying number of entries.

BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising
NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • HOLLYWOOD • LOS ANGELES • DETROIT

When's the Big Selling season





in Pennsylvania?

NOW!

(and every month)

There's no slack season... just one big *selling* season after another. Month after month the Pennsylvania farmer takes something to market... a great variety of products to keep his income *steady* year in and year out.

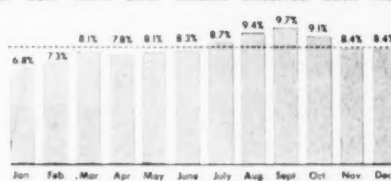
And, they add up to a *big* annual total to make Pennsylvania a top-third state in farm income. That means *big* buying power as well as *through-the-years* buying power.

Your surest way, your best way to reach and *sell* this high, steady-income group is via PENNSYLVANIA FARMER. It's read in the homes of 4 out of 5 of these prosperous farm folks. It's their home-state farm paper — serving them as no other can by bringing interesting neighborhood news and practical farming tips.

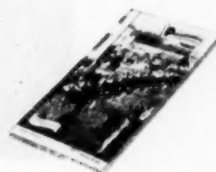
Farmers in mighty few states have cash coming in all the time... and cash to *spend* all the time. But, along with Pennsylvania — Ohio and Michigan are states with similar farm income patterns, served by THE OHIO FARMER and MICHIGAN FARMER. It will pay to investigate all three. Write T1013 Rockwell Avenue, Cleveland 14, Ohio.

Advertise in
PENNSYLVANIA
where it's
PAYDAY
the year 'round

(Per Cent Farm Cash Income Received Each Month)



Based on eight-year study of Pennsylvania farm income — 1940 through 1947 (Government payments not included)



Harrisburg, Pa. • THE OHIO FARMER, Cleveland, O. • MICHIGAN FARMER, East Lansing, Mich.

**"Running Now
in the
Newark Sunday News**

A series of roto
features on

INDUSTRY IN NEW JERSEY

A 30- week series
covering the whole
field of
manufacturing
in one of the
country's top
arsenals of
production."

**"These articles
are loaded with
advertising
opportunities.**

**Send for
an advanced
schedule today!**

NEWARK NEWS

Newark 1, New Jersey

Omara and
Ormsbee."

The Human Side

How to Sell Cars

The post-war days when The Laughing Turk and Crazyboy Bill, used car dealers *extraordinaire*, held forth with expansive claims and superlatives are—happily—coming to an end. These boys got crowded out by reputable dealers, irate purchasers and Better Business Bureaus. But there are still enough of their ilk around to make Martin H. Bury look like an automobile knight in shining armor. Bury, who is president of Wilkie Buick Corp., Philadelphia, proves, daily, that the way he got to be the biggest Buick dealer in Pennsylvania—and among top Buick dealers anywhere—was by honesty coupled with excellent sales methods.

Bury's merchandising technique is slightly revolutionary for car dealers and his management methods aren't exactly conventional, either. He pays top salaries of \$100 a week to his sales executives. But if any of the eight executives can't earn \$25,000 a year (after a two-year test period), with commissions and bonuses, he is discharged.

"The man must measure up to the job," says Bury, "and we have set a \$25,000 a year price tag on it." Only one executive has failed to reach the minimum. Although he was a fine fellow and well liked, his \$21,000 a year earnings did not measure up to job requirements. "There was no hard feeling," Bury adds. "He knew it was coming. Our contract with sales executives points out the job requirements clearly."

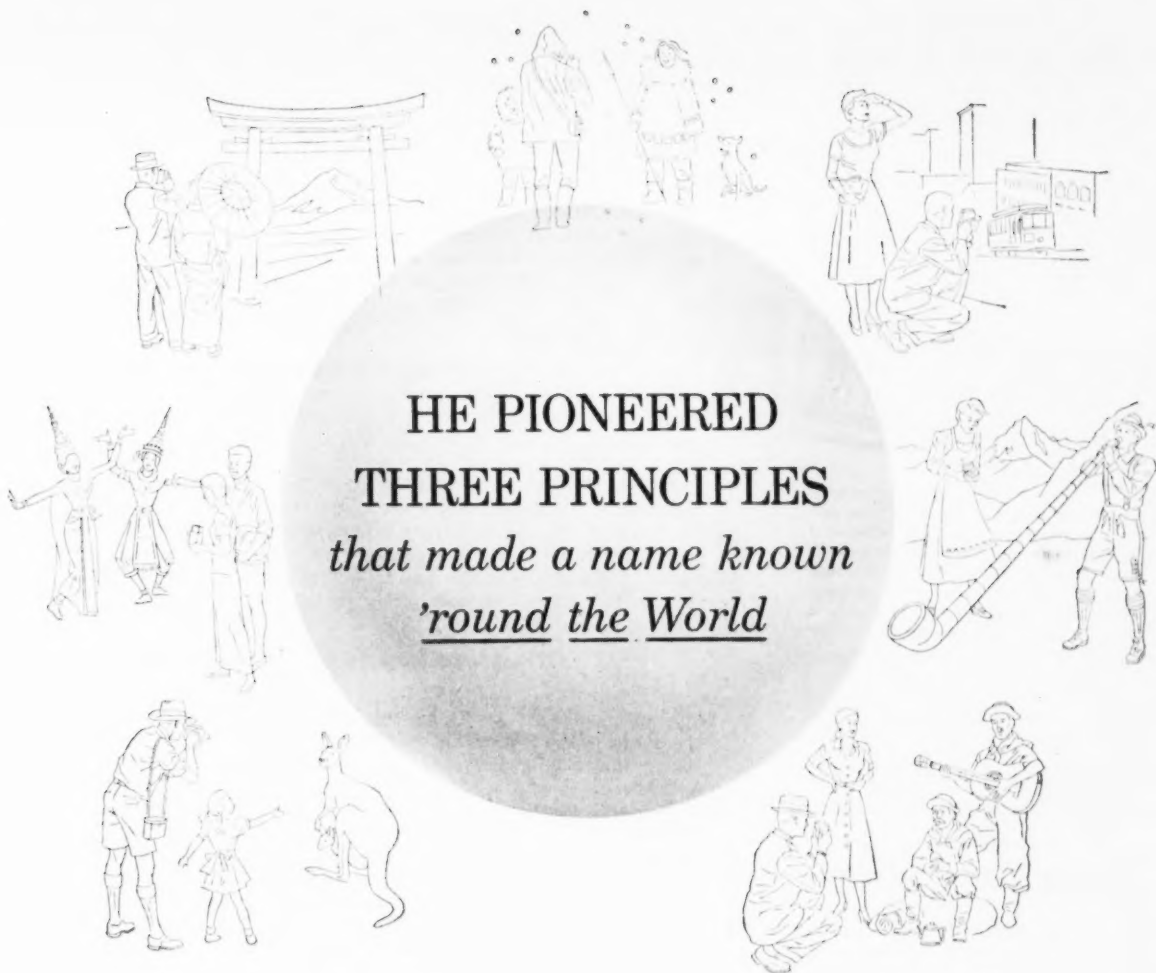
Compensation to executives is based on a formula that provides a commission on volume and a bonus on profit. "We strive for a middle course," explains Bury. "We don't want to sell a lot of cars at a small profit or few cars at high profit." Commissions and bonuses help keep volume and profit in balance. Profit bonuses are set after considering availability of cars, market potential and what kind of sales will return best profit.

Not only the new car and used car sales managers participate in commissions and bonuses, but a service manager, parts manager,



BURY . . . THE DEAD? . . . Nonsense, he's about the livest guy in auto circles. Martin Bury is the name. Here he shows off the latest Buick product.

SALES MANAGEMENT



HE PIONEERED THREE PRINCIPLES *that made a name known 'round the World*

When, in 1888, George Eastman brought out his first snapshot camera, he pioneered more than photography itself

A camera so simple *anyone* could take pictures, Eastman saw, could be sold by the millions once it was made widely known and was readily available, in quantity, at low cost.

And so George Eastman, pioneer in *photography*, became a pioneer in *product promotion*, too!

He was one of the first to set down the principle of *naming a product effectively*: to be effective, he said, a name must be short, vigorous, distinctive. It must not be capable of mispronunciation nor of association with anything other than the product itself. His

trademark "Kodak" was all of these.

Two other principles he pioneered—*mass distribution* and *mass education*.

To achieve maximum *sales* you must have maximum *distribution*, he realized, and set up one of the first world-wide systems of plants and dealers.

To achieve maximum *demand*, he saw, you must educate the maximum number of people to the advantages of your product. And so Eastman was one of the first to

advertise widely in both good times and bad.

Today, the Eastman Kodak Company—with products serving fields far wider than even its founder could have imagined—holds to his policy of consistent advertising to insure present demand and make friends for the future.

As a result, our client of 23 years is favorably known by picture-takers in all free countries of the world.

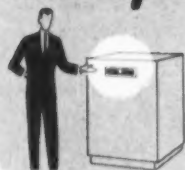
Can the benefits of mass education be put to better use in expanding *your* product in markets here and abroad? We'll be glad to talk with you about it. Call or write:

J. WALTER THOMPSON COMPANY

420 Lexington Avenue, New York 17, N. Y.

New York City, Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Port Elizabeth, Cape Town, Durban, Bombay, Calcutta, New Delhi, Sydney, Melbourne

For Name Plates that help sell!



**CHICAGO THRIFT-
ETCHING CORPORATION**

ARE you satisfied with your product's identification? Sales and advertising men know how valuable a sparkling name plate can be. Let us help you create *standout identification* that reflects your product's quality—marks it for more sales. Send a rough sketch or blue print for design suggestion and quotation. Write for your copy of "Etched or Lithographed Metal Products of Quality" with full color examples of our name and instruction plates.



CHICAGO THRIFT-ETCHING CORPORATION
1555 N. Sheffield Ave., Chicago 22, Ill., Dept. J
SUBSIDIARY OF DODGE MANUFACTURING CORPORATION, MISHAWAKA, IND.

none so deaf



**as those who
will not hear
or fail to heed**

"my teacher says..."

These forceful words frequently establish as *fact* in 10,000,000 homes the mere opinions of "teacher."

How does teacher come by these opinions? Who helps to insure that she has the facts?

Because of the incessant pressure on adults of 30,000,000 school kids, your story told to over 900,000 teachers could be tremendously effective.

With 44 state edited publications you get flexibility that enables you to reach any group of states, or the entire country. For full information write Miss Georgia C. Rawson, Executive Vice-President, State Teachers Magazines, Inc., 309 N. Michigan Ave., Chicago 1, Ill.

**State TEACHERS
Magazines**

tire manager, insurance department manager, and car rental manager enjoy incentive incomes. Each manager is almost autonomous in his department's operation. He is guided by the volume and profit formula and can make whatever expenditures he believes are necessary to make his department function more efficiently. For instance, the service manager installed an \$8,000 washroom for mechanics to improve morale and efficiency.

All 175 Wilkie employees enjoy higher salaries than comparative job classifications in other auto dealer organizations. The 30 car salesmen work on straight commission and turn a deaf ear to any salary proposals. Last year with a slight shortage of cars, Wilkie salesmen earned \$8,100 on the average for new car sales and \$7,600 for used cars. Currently, salesmen's compensation runs between \$441 to \$925 monthly.

Bury tells the story of his company indirectly in his twice-weekly newspaper column. His column in the *Philadelphia Bulletin* (in paid space) started in 1949 and has helped build the dealer's net worth two-and-a-half times since that year.

Bury's writing career started as a one-man campaign against blatant and dishonest automobile advertising by competitive dealers. He resented the wild claims and phoney offers and decided to do something constructive in advertising. Each column is written in long hand. "It only takes me 10 minutes to write my good columns," says Bury. "Poor ones usually take three hours or more."

... and How to Save Dough

What does Bury say in his columns that clear his new and used car show rooms while other dealers shout wild offers without response? He tells motorists how to save money on gas, oil, tires and how to buy a used car. He tells jokes, always on himself, and relates anecdotes about early autoists and auto makers. He explains why he charges more for his used cars than the prices claimed by competitors. He tells prospects that he won't turn back speedometers on used cars, and he doesn't.

He's not bashful about competition. In his column he discusses competitive cars and competitive dealers. He wrote one column on Packard's anniversary model and another on Chevrolet's Corvette.

Bury's writing talents have not gone unnoticed. While he makes no effort to be grammatical—"I split infinitives, start with 'and' or 'but' and end with prepositions"—he does inject sincerity and warmth. He was approached to write a syndicated column. He tried, but couldn't. "When I stop talking about our operation, I seem to have nothing to say."

He has been approached to syndicate his column to dealers in other cities, but turned it down. The column is the best sales tool he has. He doesn't need the additional income from a syndicated column and believes the column is more valuable to Wilkie Buick in its present form.

It has not always been peaches and cream in producing the column. He's been called down by oil companies for telling motorists it's not necessary to change oil every 1,000 miles "under some conditions." He has been upbraided by oculists, optometrists and ophthalmologists for suggesting that motorists carry five-and-ten-cent magnifying eye glasses in the glove compartment to read maps easily. He's had to worry about comments made in his column about the Tucker car. They might have been construed as libelous if the Tucker enterprise had not collapsed shortly after the column dissected the car.

No matter how well off salaried employees are at Wilkie Buick, salesmen still insist on no salaries. Bury still has 75% of his original sales staff when he bought out the interests of Wilkie Buick Corp. in 1949. "For an automobile dealer today, that's phenomenal," says Bury.

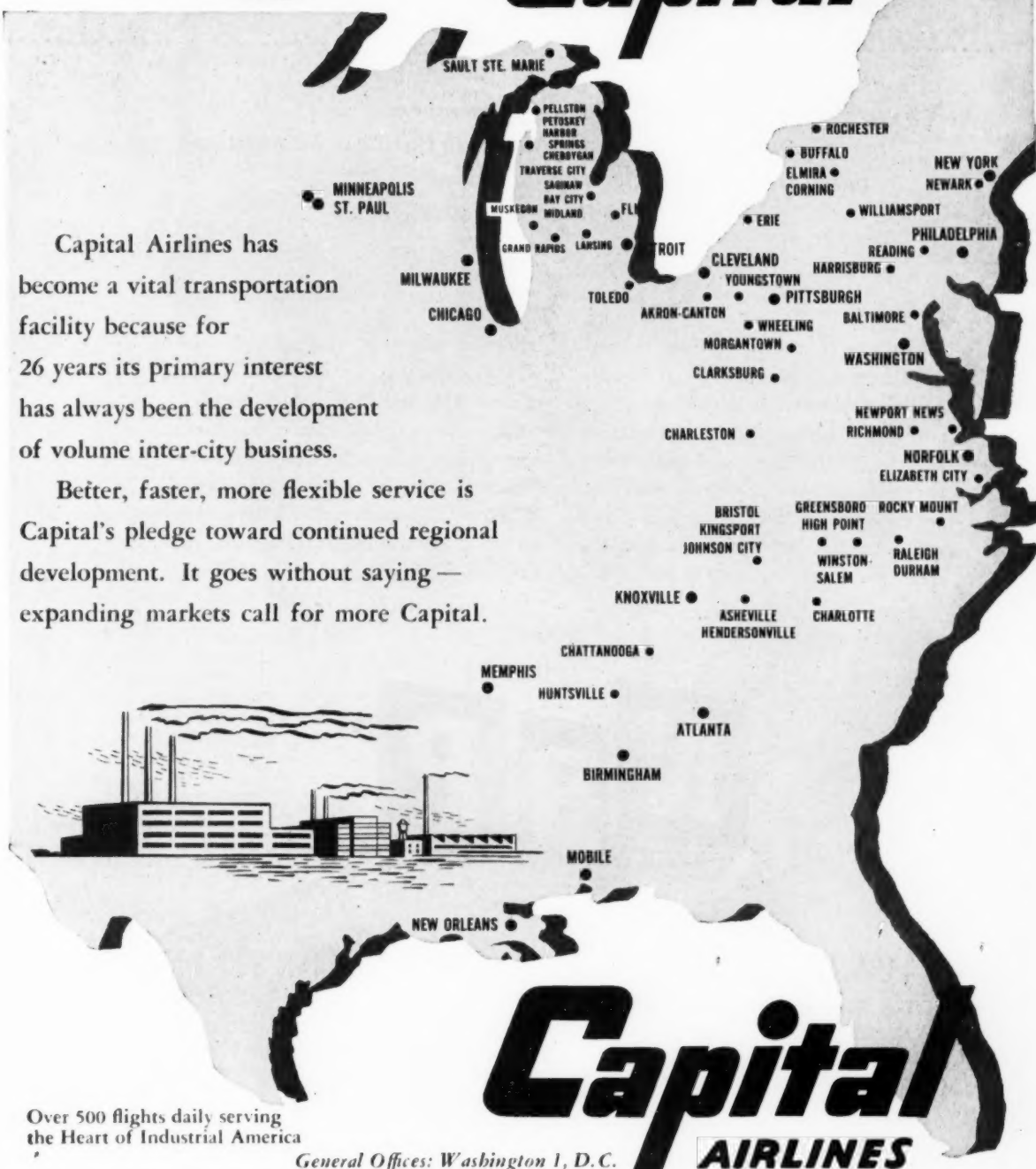
EXPANDING MARKETS CALL FOR MORE



Capital

Capital Airlines has become a vital transportation facility because for 26 years its primary interest has always been the development of volume inter-city business.

Better, faster, more flexible service is Capital's pledge toward continued regional development. It goes without saying — expanding markets call for more Capital.



Capital **AIRLINES**

Over 500 flights daily serving
the Heart of Industrial America

General Offices: Washington 1, D.C.

***"business publications are important to us,
as readers and as advertisers..."***

***It's good to see both ABC and CCA members
teaming up through National Business Publications
to make their magazines continuously
more useful in their special fields."***

—Stuart Peabody

Men who edit and publish business periodicals are enthusiastic in the acceptance of their responsibility to both readers and advertisers. Knowing that better value to advertisers rests solidly upon better value to readers, business publishing executives are exceptionally eager to exchange ideas with other men in similar jobs. NBP has created a forum for cordial and stimu-

lating discussions of this sort. Because NBP provides this meeting place for men of both ABC and CCA audited member-publications, this association has made new records in growth. Today, with one hundred fifty-six member-periodicals, NBP is the largest association of its kind in the world and is using its fast-growing influence to build a United Business Press.




For a United Business Press

NATIONAL BUSINESS PUBLICATIONS, INC.

1001 FIFTEENTH STREET, N. W. • WASHINGTON 5, D. C. • STerling 3-7535

The national association of publishers of 156 technical, professional, scientific, industrial, merchandising and marketing magazines, having a combined circulation of 3,504,662 ... audited by either the Audit Bureau of Circulations or Controlled Circulation Audit, Inc., ... serving and promoting the Business

Press of America... bringing thousands of pages of specialized know-how and advertising to the men who make decisions in the businesses, industries, sciences and professions ... pinpointing your audience in the market of your choice. Write for complete list of NBP publications.



Stuart Peabody, Assistant Vice-President of The Borden Company, attended Williams College and began his career as a newspaper reporter. In 1912, he joined Procter & Gamble, leaving after 3 years to become a staff member of the H. K. McCann Company. In 1921, he joined The Borden Company, becoming Director of Advertising in 1930 and Assistant Vice-President in 1946. Mr. Peabody is a Past President of IMA and onetime Chairman of The Advertising Research Foundation. He is a Vice-Chairman of The Advertising Council and a Trustee of Williams College.



*Mrs. Milton Gee
...one of your
1,290,341 midwest
farm customers*

**Sales Quotas Easier to meet
Where Farm Incomes Are
Double U. S. Average**

Thousands of Midwest farm families like the Milton Gees of Moorhead, Minn. are modernizing their homes. They're in the market for everything it takes for a change-over to "push-button" living.

In the Midwest, farm population dominates and demand is readily converted into sales because:

- Incomes are more than double the farm average for the remainder of the country.
- Three times as many farmers have incomes of more than \$10,000 a year.
- Their investments in buildings, land and machinery are also double.

WRITE FOR "MASS IS CLASS"

These buying power facts are contained in a special new study by the U. S. Census Bureau, comparing Midwest Unit Farm Paper subscribers with other farmers in the nation. Write for your copy of this reliable guide to more sales in the 8 Midwest states—where delivering your sales message to 1,290,341, or 9 out of 10, farm families is a one-package proposition of advertising in the five localized Midwest Unit Farm Papers . . . One order, one plate at a substantial saving in rates.



Sales Offices: 250 Park Ave., New York 17 . . . 59 East Madison Street, Chicago 3 . . . Russ Building, San Francisco 4 . . . 1324 Wilshire Blvd., Los Angeles 17 . . . 505 N. Ervay Street, Dallas 1.

MIDWEST *Farm Paper* UNIT



IN THE MIDWEST, FARMING IS BIG BUSINESS...AND GOOD LIVING!

SALES MANAGEMENT

COMMENT

He Might Have Said, "What's the Use?"

Whenever any one of us in selling gets chesty about how we have a friendly market all sewed up and competition couldn't possibly touch it, we should remember the Republicans and the new Democratic Congressman from the Ninth district of Wisconsin.

Obviously, the new Democratic Congressman, Lester Johnson, didn't give up because:

No Democrat had ever been elected in his district.

Ike is popular and the GOP candidate was running on a strong back-Ike program.

Democrats never bothered to contest the district until four years ago.

Republicans, in the party primary a month before, polled 27,000 votes, and the Democrats could only muster some 7,000 in theirs.

We haven't any idea of whether in his heart Mr. Johnson felt sure of election under these supposedly dismal prospects, but he went out, presented himself to his prospects, asked for the order, and got it.

Is Secretary of Commerce Weeks Right?

Your blood may boil, you may be on the whole indifferent, or you might applaud when you finish reading our Washington editor's appraisal of the Department of Commerce under the leadership of Secretary Sinclair Weeks.

According to Secretary Weeks' critics he is gutting the department and the people won't stand for it.

According to his supporters, "Sinny" Weeks remembers that the Republicans promised during the 1952 campaign to chop Government expenditures, and he, for one, is doing his level best to make good.

Of all the Cabinet members, Secretary Weeks, big money raiser for the GOP and former Senator from Massachusetts, ranks high in political experience. In the firing of Dr. Astin—and his reinstatement—as director of the National Bureau of Standards, Weeks has shown his willingness to respond to public clamor. He also went to the Senate to ask for the money to carry out the Census of Business after the House had failed to include it in the budget. While he was turned down, Weeks demonstrated he had listened to the people who believe the Census of Business is in the public interest.

When businessmen are identified with loud and urgent pleas for Federal economy it is hard for them to justify their requests for Government services in which they are personally concerned. So if business is to quarrel with Secretary Weeks' 50% cut in the Commerce budget under his control it weakens its argument for overall Federal reduction. But if you believe that special services are

How a \$10,000 ad budget "cleaned out" retailers

That's what happened after Cisco, Inc., New York, advertised its Challa Cloth men's shirts exclusively in The New York Times Magazine.

Since supply of the imported Challa Cloth was restricted, the advertising budget was limited to \$10,000, concentrated in The Times.

Here's what retailers reported after the first Cisco ads appeared last fall:

"Mail and phone orders were so great we were completely cleaned out"—*Weber and Heilbronner, New York City.*

"We were amazed at the number of mail orders outside our normal trading area"—*National Clothing, Rochester.*

"It's unusual to sell down to a single unit, which is exactly what happened"—*Martin's, Brooklyn, N. Y.*

"A good product plus your advertising in The New York Times Magazine couldn't fail to produce business"—*Abraham and Straus, Brooklyn, N. Y.*

These are just some of the comments from retailers up and down the Middle Atlantic seaboard, to which Challa distribution had been confined.

Moral? If you've got a good product to sell, we've got a good medium that will sell it for you. Try it. Find out why advertisers have made The New York Times first in advertising in the world's first market for 34 years.

The New York Times

NEW YORK, BOSTON, CHICAGO, DETROIT,
LOS ANGELES, SAN FRANCISCO, TORONTO



THIS IS INTEREST



THIS IS ENTHUSIASM!

The **AMERICAN WEEKLY** **CREATES ENTHUSIASM***

Catering to the personal Enthusiasms of its readers and thereby creating buying Enthusiasm for the products of its advertisers, THE AMERICAN WEEKLY presented 210,587 lines of editorial service alone, last year . . . more than any other general magazine.

***ENTHUSIASM is interest raised to the buying pitch!**

The American Weekly, 63 Vesey Street, New York 7, N. Y.

in the general over-all public interest you have an obligation to tell Secretary Weeks and to fully document your statements.

Jerry Shoenfeld reports the facts, the on-the-record opinions, and the back-stairs gossip. It is up to you to draw your own conclusions whether your Government is giving you the services you want from the Department of Commerce—and are willing to pay for. Turn to page 70 for "Strangulation—or Rebirth—for Ike's Department of Commerce?"

28% Obsolete—Now

Much of our standard of living rests upon our ingenuity in tooling our factories. Has the tremendous expansion and modernization since World War II brought our factories completely up-to-date?

Answer: no.

American industry admits that 28% of its present production equipment and manufacturing processes are either inadequate or obsolete. These findings have been revealed by the American Society of Tool Engineers. According to the study:

30% of machining equipment now being used by industry is considered obsolete by industry itself.

34% of present inspection methods are obsolete.

28% of the materials handling equipment and processes are either inadequate or completely obsolete.

28% of its metal-forming processes are termed by industry as obsolete and in need of modernization or replacement.

25% of industry's production welding equipment is admittedly outdated.

23% of present grinding and finishing equipment is either obsolete or worn out.

"It is important to remember," warns Roger F. Waindle, president of the society, "that the very largest companies can more accurately determine the percentage of obsolete equipment because they normally have special departments doing this. The smallest plants—usually specialists in one thing or another—have a pretty good idea, too, of where they are weak." But intermediate-size companies probably understate their new equipment needs.

We're never fully built in this country.

The Treasury on Selling

The importance of selling obviously is being recognized at the highest levels in Government.

"It cannot be that Americans can fear a free competitive economy," said Secretary of Treasury Humphrey recently to the American Bankers Association. "That is what we have thrived on. That is how we grew great. The necessity for a little more active selling never hurt anyone. A little more quality, a little more value for the customer has given us the best merchandise in the world. A little more production from the same amount of human effort through organization, management, ingenuity and invention, labor, power and tools has given us higher and higher standards of living.

"Surely we are not fearful that we cannot do it again."

Secretary Humphrey is still considered the strong man in President Eisenhower's cabinet. The Administration is pledged to full employment and full consumption. Selling, and not production cut backs, will make both possible. The Treasury can do much through tax policies to stimulate the sales atmosphere.

Have You Something to SELL to the OIL INDUSTRY

There's a \$2 billion a year market for equipment and services in the gigantic petroleum industry. Do your products have a place here?

The oil Producing-Pipe Line Industry uses everything from 5c bolts to \$500,000 drilling rigs. Don't overlook the remarkable sales possibilities in this lucrative market.

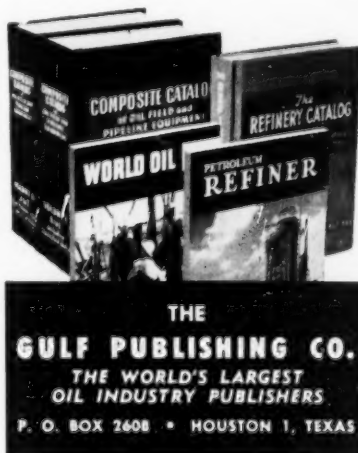
The oil Refining-Natural Gasoline-Petrochemical Industry requires everything from \$1.00 paint to \$1 million processing units. Capacity has increased 51.2% since WORLD WAR II. Just the maintenance expenses in U. S. average \$700,000 daily.

DO YOU HAVE A MARKET IN THE PETROLEUM INDUSTRY?

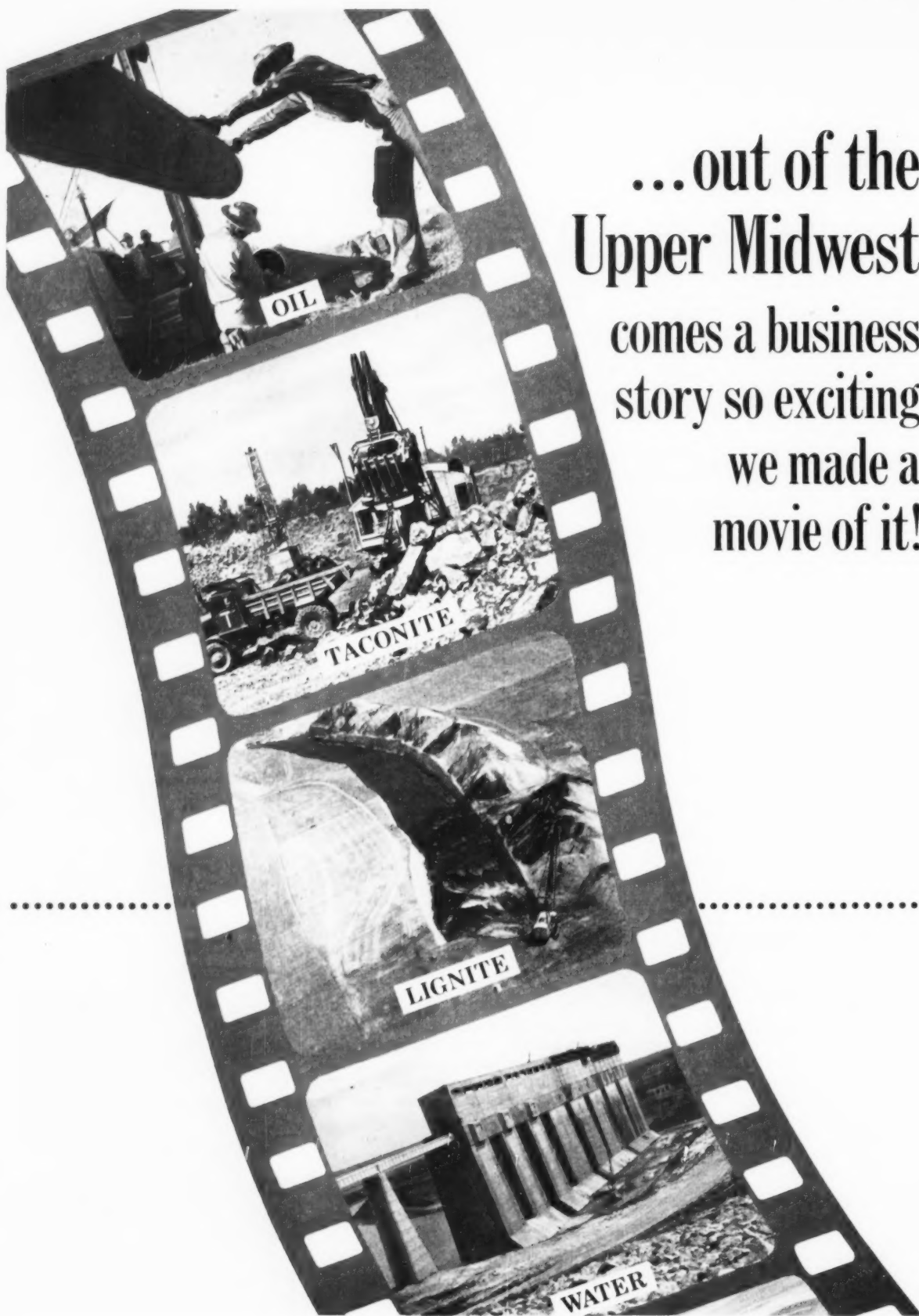
The world's largest oil industry publishers can tell you if your product has an outlet here. Gulf publications reach more than 90% of the key buying men. Annual Gulf reports give sales help information that spots purchasing power at all job levels.

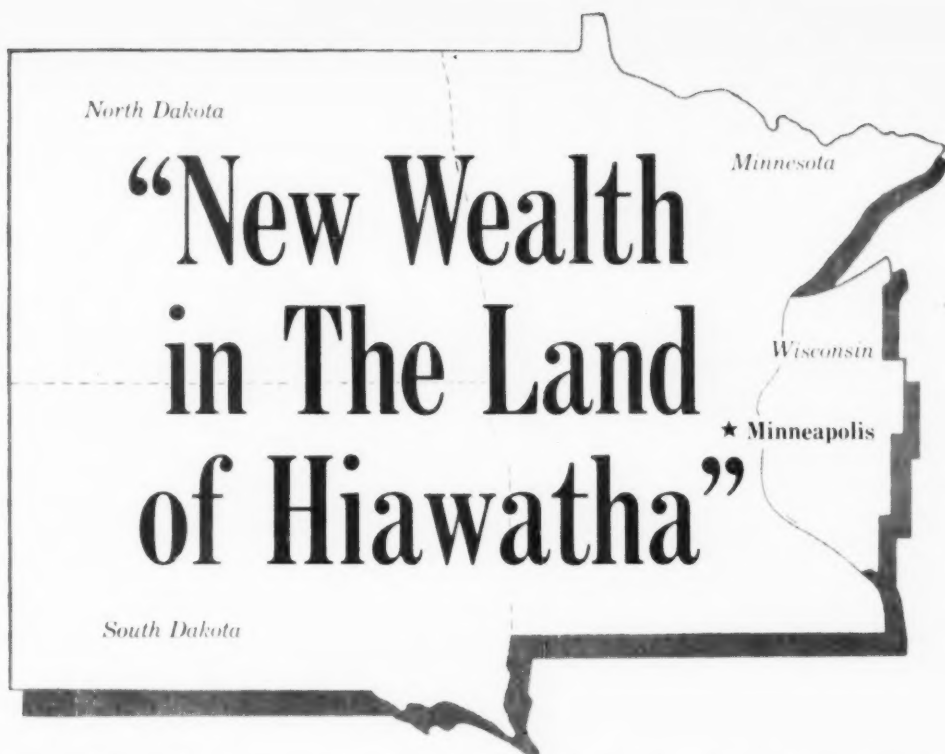
NEW 1953 Market Data Books are now available... one for oil producing, one for oil refining. These valuable sales tools give latest information on how, where and what to sell to these specialized industrial markets. Sales approaches, equipment, services, are described.

Let us help you determine your potential share of oil industry business. Write today on your letterhead for your free copies of these helpful market data books. Address Dept. SM, Gulf Publishing Co., P. O. Box 2608, Houston 1, Texas.



...out of the
Upper Midwest
comes a business
story so exciting
we made a
movie of it!





EXCITING THINGS are happening in this great 224-county market area called the Upper Midwest. Already wealthy in people and resources, it's now entering an era of new prosperity.

Oil, for example, is now flowing from more than 225 wells in North Dakota's Williston Basin, America's newest major oil province, which promises 250,000 barrels a day by 1960. Refineries and pipelines are already under construction.

Then, under Minnesota's lake-dappled Northland lies taconite, the miracle rock that's adding another century of production to the state's world-famous iron ranges, sources of two-thirds of the nation's ore. Mining companies, already processing this

low-grade ore, plan to invest a billion dollars in its future.

Over in the Dakotas, the magic brown coal called lignite can make possible whole new industries—from gasoline to plastics, from nylon to fertilizer. Lignite could add 300 years to America's reserve of solid fuel . . . and there are 600 billion tons of it in North Dakota alone!

So big it spills over out of the Upper Midwest into other states is the mammoth 15-billion dollar Missouri Basin project—bringing benefits of water conservation, flood control, irrigation, power to a 10-state area. Shown at left is the \$300 million Garrison Dam in North Dakota—an integral part of the project.

NOTE TO ADVERTISERS:

This month, the movie "New Wealth in the Land of Hiawatha" is being presented to special groups of interested businessmen in major markets throughout the country. The 26-minute, full-color film tells the story of the tremendous new developments now under way in America's Upper Midwest.

It tells the dramatic stories of taconite . . . lignite . . . oil in the Williston Basin . . . the Missouri Basin project. Too, it tells of diversification, in industry and agriculture, which is the key-note of the area's prosperity. Upper Midwest states rank among the top five in the production of 17 major farm products . . . in

Minnesota alone industrial employment has been increasing at twice the national rate!

This combination of new developments in natural resources and the already rich economy makes for economic stability, inspires business confidence. For example: Prudential Life Insurance Co. is constructing its new \$8,000,000 North Central Home Office building in Minneapolis.

If you are interested in seeing this picture of America's newest high-potential market, write to the National Advertising Department, Minneapolis Star and Tribune, Minneapolis, Minnesota.



Now only 4 cities in the United States (New York, Chicago, Los Angeles and Philadelphia) have Sunday newspapers with larger circulations than the Minneapolis Sunday Tribune

Minneapolis Star and Tribune

EVENING

MORNING and SUNDAY

620,000 SUNDAY - 485,000 DAILY

JOHN COWLES, President

NOVEMBER 1, 1953

19

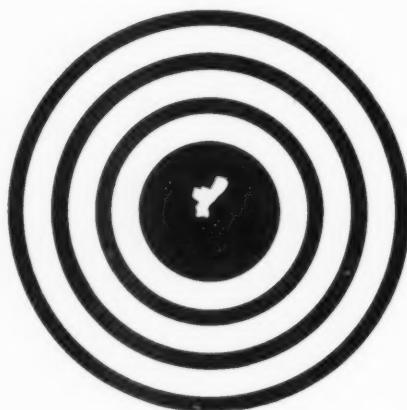
3 BULL'S-EYES IN 1 TARGET

IN THE GREATER PHILADELPHIA MARKET*

You don't have to be a deadeye to score in these parts, podner. Tell your story in The Evening Bulletin—you can't miss!

**In the Greater Philadelphia Market
The Evening Bulletin is the daily newspaper
with the largest circulation**

* Sometimes called "Delaware Valley," "The Workshop of the World," and "The New Eastern Industrial Metropolis." Whichever you like, it's still the Greater Philadelphia Market and The Evening Bulletin is the daily newspaper with the largest circulation.



BULL'S-EYE #1

PHILADELPHIA CITY (1 county)

The Evening Bulletin is the daily newspaper with the largest circulation — read by 72% of families

47% of population 51% of retail sales
37% of new capital expenditures



BULL'S-EYE #2

PHILADELPHIA METROPOLITAN AREA (8 counties)

The Evening Bulletin is the daily newspaper with the largest circulation — read by 62% of families

83% of population 80% of retail sales
88% of new capital expenditures



BULL'S-EYE #3

PHILADELPHIA TRADING AREA (14 counties)

The Evening Bulletin is the daily newspaper with the largest circulation — read by 55% of families

100% of population, new capital
expenditures, retail sales

**In Philadelphia
nearly everybody reads The Bulletin**

Advertising Offices: Philadelphia, Filbert & Juniper Sts.;
New York, 285 Madison Ave.; Chicago, 520 N. Michigan Ave.

Representatives: Sawyer Ferguson Walker Company
in Detroit • Atlanta • Los Angeles • San Francisco

SALES MANAGEMENT

TRENDS

As seen by the Editor of Sales Management for the fortnight ending November 1, 1953

BENEFICIARIES OF THE TAX CUT

Taxpayers with incomes of \$7,000 and up will be the chief beneficiaries of tax cuts scheduled on January 1, and marketing men are likely to find the greatest opportunities for sales increases among these above-average families. While taxpayers with smaller incomes will receive some tax relief, the increase in Social Security taxes will nullify their gains to a considerable extent. Few people seem to realize that there will be larger deductions in their take-home pay, and many far-sighted managers are preparing a pay envelope insert to get the true facts across in advance.

According to calculations made by the Research Institute of America, a man with two children and a \$5,000 income will save \$55 in taxes—"enough money to buy a man's suit." However, the man must pay \$18 more for Social Security and the \$37 net saving will add less than \$1 to the weekly paycheck. Among people with lower incomes the net saving will be almost nil. So, except for high income families, the tax reduction doesn't spell out much effective new income, since more than 80% of all taxpayers are in the under-\$5,000 a year class.

In SM's forthcoming issue, November 10, you can find out how many consumer spending units there are in the preferred \$7,000 and over class and what percentage of the total disposable dollars they control. This in-

formation will be given for the 228 metropolitan city areas and the individual counties making up these metropolitan areas.

While we're on the subject of income groupings, you might be interested in a shift that has taken place in the apparel market, as disclosed in a study by Henry Bach Associates, a New York advertising agency. "In 1941, the 82% of our families earning \$3,000 or less per year consumed 60% of all apparel. In that year only 5% of our families earned \$5,000 and over, and purchased some 17% of our apparel output. Today the families in the \$5,000 and over bracket account for 57% of all apparel sales. The middle income group has just about held its own and the 2 out of every 5 families that today live at the bottom of the income ladder have dwindled to apparel's smallest market—about 13% of total sales."

SUPREME COURT OK'S FAIR TRADE

Within a period of one week the U.S. Supreme Court gave Fair Trade a poke in the eye when it refused to review a Georgia decision against Oneida, Ltd.—and then turned around and gave the proponents of Fair Trade the green light by refusing to review the Schwegmann Bros. vs. Eli Lilly decision handed down by the 5th U.S. Circuit Court of Appeals.

In the Oneida case the Georgia Superior Court ruled that the state's Fair Trade laws were null and void, and the U.S. Supreme Court refused to review the decision.

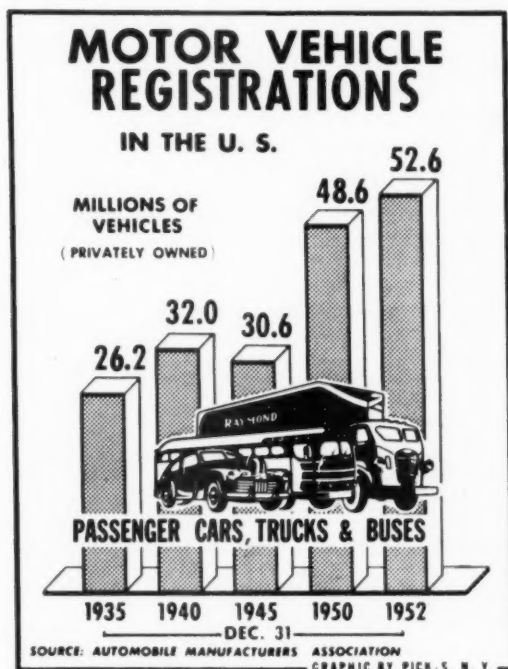
In the Schwegmann-Lilly case the Federal Appeals Court upheld the constitutionality of the Louisiana Fair Trade law which Schwegmann and others were fighting.

It is only a layman's opinion that the legality of Fair Trade cannot be firmly and finally decided by the Court's refusal to review a specific case, but lawyers and spokesmen for Fair Trade groups are confident that they can now proceed to police and maintain Fair Trade agreements in all but four states and the District of Columbia.

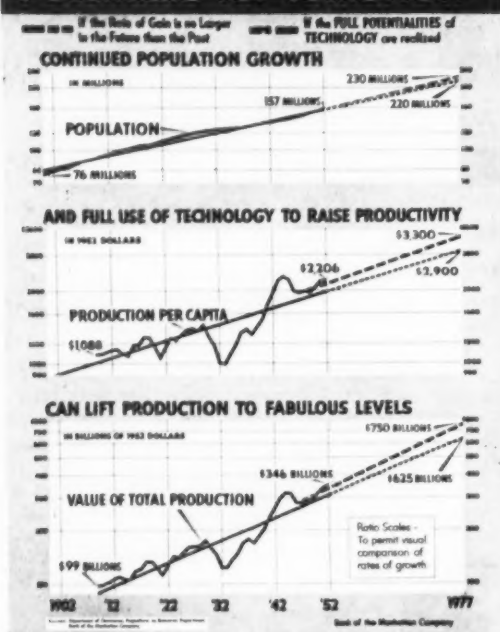
Manufacturers who Fair Trade their products will now be in a spot with their conforming retail outlets for it will be up to them to stop price-cutting by the discount houses and other stores which have not been maintaining the set prices.

COMPETITION IN AUTOS

Anyone who doubted that competition has returned to the automobile business should have attended the DeSoto meeting in the Waldorf-Astoria the week before last. As the New York *Herald Tribune* reporter phrased it, "Every method of stimulating sales enthusiasm was brought out and placed on view. Methods ran the gamut—from inspirational sales manager speeches to 3-D



Potentials for Tomorrow



This chart, prepared by Murray Shields, vice-president and economist, Bank of the Manhattan Co., New York, describes objectives which are within reach and which should be our constant concern to realize. Note the upward sweep during the past 50 years in our population, in our production per capita and in our total production. See how, despite depressions, inflations, political changes and wars we have benefited from the leverage of rising population and rising productivity.

Trends have been drawn through the record of the past and have been extended through the next quarter-century. Such trend projections show that if our growth in population and our progress in increasing productivity were to be no more rapid in the future than has been the case in the past, our population in 1977 will be 220 millions, our production per capita would rise from \$2,106 per capita to \$2,900, and the value of total production would show a rise from \$346 billion in 1952 to around \$625 billion in 1977.

But the picture can be, and should be, even better. With full allowance for progress in reducing infant mortality and lengthening the span of life, the population is likely to increase by another 10 million. With improved technology, both in production and medicine (the latter reducing the number of days lost because of illness) production per capita would hit \$3,300 instead of \$2,900 after another quarter-century, and production value would be \$750 billion instead of \$625 billion.

films and other movies." A. B. Nielsen, eastern sales manager of the DeSoto Division of Chrysler Corp., said he was happy competition had returned and predicted that 1954 would be a good year.

We hope it is—but just as is true in other types of retailing, there must be real improvement at the retail salesman level. No one has tried to sell me an automobile for more than 15 years, and friend after friend

says the same thing. When was the last time you were sold a car?

SIGNIFICANT SHORTS

Liquor selling has changed for the better in recent years. The other day Hiram Walker sponsored a merchandising fair at the Statler in New York—a "Be-A-Better-Merchant" three-day meeting with continuous demonstrations and exhibits put on not alone by Hiram Walker but by makers of business and bar equipment, including Armstrong Cork, Burroughs, Frigidaire, Hotpoint, Moore Business Forms, Monroe Calculating, National Cash Register and York Corp.

"Commercials" are so important that a radio show with a 10 rating and poor commercials makes no more sales than one with a 5 rating and twice-as-effective commercials, according to Ed Lethen of CBS Radio.

Credit is given where credit is due by O. E. McLaughlin of the Sterling Engineering Co. in a printed letter to customers and prospects. Of his salesmen he says, "We regard character and integrity as the basis of sound business relations. Our representatives, you will find, are men who neither look up to the rich nor down on the poor; men who can lose without squealing; who can win without bragging; men who are considerate of others; who are too brave to lie; too generous to cheat; and too sensible to loaf; who take only their share of the world's goods and let other people have theirs—these are real gentlemen."

What is a merchandising manager? asks Tony Whan, vice-president of Pacific Outdoor Advertising Co. He suggested to Tony that where there is both a sales manager and a merchandising manager, it was the sales manager's job to put the merchandise in the store, and the merchandising manager's job to get it out of the store. How would you define a merchandising manager? We hope readers will send in their definitions and we'll be happy to print them. Perhaps a common ground can be found. Tony Whan writes, "It seems as though if you were to ask 500 people that question you would get 500 different answers."

Gin and tonic help Britons. The spectacular success of Schweppes in persuading Americans to drink gin and tonic was cited by the British Treasury the other day as evidence that even personal tastes in the United States could be changed by determined effort. This represents forward thinking and a change in direction, as will be appreciated by any American marketing executive who has ever talked with British manufacturers in their home environment. The bulletin of the British Treasury emphasized the importance of "vigorous and sustained sales promotion." Since 1948 the sterling value of the United Kingdom exports to the dollar area have more than doubled, while exports to the world as a whole rose by about 70%.

It's anybody's market for new cars, according to a recent survey made among its subscribers by *Newsweek*. 29% of their subscribers (more than 265,000) plan to buy a car in 1954, but few of them are set on the kind of car they will buy. 77% of the buyers-to-be said they would consider more than one make of automobile before making their final selection.

PHILIP SALISBURY
Editor

SALES MANAGEMENT



it happens once a month

When **HOTEL MANAGEMENT** hits the desk, the "DO NOT DISTURB" sign goes on the door. For more than 8000 top hotel men and their department heads, **HOTEL MANAGEMENT** is required reading — because of the major role it plays in profitable hotel operation. Since 1922 there has never been an unbiased survey which has not shown **HOTEL MANAGEMENT** to be the industry's favorite "methods" magazine. Manufacturers and their advertising agencies recognize its tremendous impact by placing, among its pages, almost two and one half times more advertising than in any other hotel publication.

an Ahrens' exclusive



A map of marketing and distribution is available to all manufacturers and their advertising agencies who are engaged in selling the restaurant and hotel industries. This map, furnished in two colors and measuring 24" x 37", locates the most lucrative markets and the most economical means for reaching them. In addition, you will find the nine most important states,

important metropolitan areas by restaurant and hotel sales, location of restaurants and hotels doing an annual volume in excess of \$50,000., restaurant and hotel sales by geographic division and the number of meals served daily in restaurants and hotels.

This map is absolutely free! Write for your copy today.

AHRENS PUBLISHING COMPANY, INC. publishers of

71 Vanderbilt Ave., New York 17, New York
201 No. Wells St., Chicago, Ill.

**Hotel Management, Restaurant Management,
Restaurant Equipment Dealer, Hotel World Review,
Travel America Guide, Frozen Food Age.**

"Let it never be forgotten: the salesman who calls on the P. A.
is the mirror of the sales manager's fitness for his job . . ."

What a Purchasing Agent Expects From Salesmen and Their Bosses

BY GEORGE W. ALJIAN

*Director of Purchasing and Packaging,
California & Hawaiian Sugar Refining Corp.*

Among the companies with which my firm, many years ago, was doing business as buyers were two we might call the Black Corp. and the White Corp. We purchased the same commodity from both firms. Black was very large, and White a smaller company.

We began to notice that when we sought information of the Black Corp. we continually became involved in delays, difficulties, and complicated paper work. When these annoyances were analyzed it became plain that they were directly traceable to the inexperience or inadequacy of the salesman who was delegated to call on us. Whether we asked for prices, information on quality, recommendations on substitutions to improve quality or lower cost or any other vital facts, that salesman had to take our questioning back to his company. He lacked the knowledge, the authority, or both, to provide the facts we needed before we could intelligently place an order. Each time such information was sought it took from two to six weeks before it was available, apparently because the salesman had to take up our questions with a number of departments and was not given the assistance he needed to properly and quickly inform us. The salesman was not to blame. He had been sent out inadequately prepared to sell a major company.

He Knew the Answers

The White Corporation's salesman who called on us was a man I like to remember. He had been with his company a long time. He had engineering background; had worked in the production end of the firm for years. He knew the product from

the inside; was intimately conversant with policies; and skilled in estimating costs. He knew so much more than we did about the commodity he sold that he could show us how to benefit by doing thus and so. He enjoyed the confidence of his company, and so could make decisions; when he gave us his word on something we could depend on it being final. He could sit down with us for an hour and give us more, far more, than his competitor did in many calls, much running back and forth, and wasteful, time-consuming correspondence and telephoning.

Who Got the Business?

It goes without saying that the firm with the second salesman got more and more of our business.

You may say these two men stand for the low and high in salesmanship, that the majority who call on us fall in between, and that is so; but if a scale were drawn, 20 years on the purchasing end of the sales relationship compel me to say that there are too many of the first type, far too few of the second.

It may be illuminating to take a closer look at the salesman we don't like to deal with; ask ourselves why such salesmen are assigned to call on a large buyer, and then glance at the salesman we welcome when we have the pleasure of meeting him in our office.

Despite some retrogression during the past 10 years or so of a seller's market, I would like to say that salesmen have progressed further in the past few decades with respect to their function than purchasing agents have in their function of buying. But there is still tremendous room for

improvement, particularly in service. What do we mean by service? It has become such a catch-all word that I will not attempt to define but to illustrate it.

I have been asked, "What, from the P.A.'s point of view, are the worst lacks in the salesmen you have had calling upon you as a buyer?"

Answer: Lack of knowledge. Is it unreasonable to ask that the man calling upon us to sell us something should know more about that commodity than we do? That he should have the confidence of his management so that he will be in a position to give us essential information and data in a minimum of time which will enable us to buy and order intelligently?

What We Expect

Let me illustrate. My company, for example, buys a lot of paper containers—over 10 million boxes annually from various manufacturers. When a salesman presents some of these boxes we expect him to know about the component parts and how each contributes to the quality and price of the product. Take a shipping container which consists of three components—the outside liner, the inside liner, and the corrugated media. The materials used to make the three components, their thicknesses, weights, the adhesives used, the way the box is made, taped, inked, cut, all have bearing on the sturdiness, rigidity and appearance of the box.

If over and above this really basic knowledge the salesman has sufficient background on other production details, he may be able to say, "If you cut this box off a half-inch here, change these dimensions, rearrange the

structure, we can save you some money because there would be less wastage in the box plant." But we all too rarely have a salesman calling on us who knows enough to talk to us in these terms. Instead, here's what we get:

A man comes in with some shiny gimmick or a high pressure line. He has something to sell which we quite likely would buy. But we require certain sound data before we can place an order. The salesman does not have it. He offers to get it. That means another visit. He returns with some information but when we look it over we have to say: "That isn't what I said I wanted." He tries again, perhaps we get it on the third try, and place an order. A week or 10 days later comes word from the company: "We can't accept your order; that isn't what we said at all." After more calls, or paper work, or telephoning, we may arrive at some point of understanding, take delivery and get to the billing. Then we find the price is not what the salesman quoted. The consequent waste of time and money to our company—and the selling company—is incommensurable. I am afraid far too many P.A.'s will recognize the picture for me to be charged with overdrawing it.

Lack of knowledge, inadequate background, insufficient experience, unfit the salesman for one of his greatest opportunities for service to the buyer, which is in the realm of savings. A salesman who knows his job, knows his product, knows his company can give P.A.'s all sorts of ideas and suggestions for reducing our costs.

There are two basic ways in which costs may be cut in purchasing. One is in competitive buying, that is, to ask several companies to give quotations and then place the order where you get the best price, best quality, and best delivery. Such savings do not amount to much percentagewise.

The alternate course leads in a direction which P.A.'s try to follow. It involves showing us where and how we may save through making a change in which the product offered may assist us. Or through improved packaging. Or methods of reducing our inventories. Or standardization of process or procedure as, for example in a case brought to my attention where a company had been buying a machine part which originally was cast. This part cost \$1.76. An enterprising salesman showed the buyer of that firm that the part might be made by stamping at a cost of \$0.35

(continued on page 100)



ALJIAN

Meet the Author

Ideally, "the purchasing agent's best friend is the salesman," says George W. Aljian, Armenian-born director of purchasing and packaging for California & Hawaiian Sugar Refining Corp., San Francisco.

Aljian, who joined C & H in 1919, spent 14 years in chemical engineering. He was appointed purchasing agent in 1933. He promptly joined the Northern California Purchasing Agents Association. Aljian has served as chairman of the group's education committee and as its president. In 1946-47, he served as president of the National Association of P.A.'s.

Traits of Good Salesmen

The author: "I like to do business with a salesman who":

1. Makes an intelligent presentation of his product.
2. Calls only when necessary and stays only long enough to carry out the business of the day.
3. Furnishes prices promptly and accurately on request.
4. Advises if prices can be improved with better quantities, altered shipping time, or other factors.
5. Furnishes information on new developments, new uses, improvements in methods of manufacture, the latest engineering research data.
6. Helps the buyer to avoid overstocking or buying something he can't use.
7. Gives prompt attention to errors and omissions on shipments, invoices, credits.
8. Advises if shipments will be delayed, giving adequate notice so that the purchasing office may be in a position to notify or otherwise serve its plants and offices.

How to Develop These Traits

The author: "Sales management, in our opinion, will":

1. Select basically sound trainees for selling jobs.
2. Train, train and train beginners; and re-train experienced men.
3. Accept it as the perpetual function of the sales executive to guide not alone the sales program but that of each man on the force.
4. Assist each man to size up himself, his capabilities, his tempo and assign him accordingly.
5. Help each salesman improve his theoretical technique, his manners, his own sense of sizing up buyers, buyers' companies, and their policies and personnel.
6. Help salesmen in familiarizing themselves with their own product and that of the buyers, their own company, its policies in the sales field, and how far their authority goes.
7. Help them to be dependable, considerate, prompt, enthusiastic, and adaptable.

They're in the News

BY HARRY WOODWARD



FROM A JOB of servicing vacuum cleaners, Walter A. Munz has moved up to the general sales managership of his company: 25 years ago a younger Walter graduated from Akron's Garfield High School, went down to the Hoover Company's plant, 32 miles away, and convinced the Employment Department that he should be put to work. Consequently, after that early start, people stare incredulously when the youthful-looking Walter tells them he's a 25-year Hoover veteran. From the beginning Walt had his eye on selling. And when the post of district manager in New York fell vacant in '45 he applied for and got the job. His bosses were a bit hesitant in giving the toughest door-to-door and dealer market in the country to this sales-green stripling. But he had risen steadily in the service organization and pre-war sales results in the New York area hadn't been good. The decision to let Walt have a whack at it paid off. He made New York the outstanding Hoover district. One of his achievements: a new dealer setup, now used by Hoover all over the country. He believes in planning each day for progress, with an ultimate goal always in mind. And all his planning has a question mark behind it: "Will it sell Hoover products?"

SUNDAY SCHOOL BEGAN IT . . .

Henry Hoke, (Right) who for 35 years has been known as a leader in the highly-competitive field of direct mail, has just won the highest honor his profession has to offer—the Miles Kimball Award. Henry was a lad of 12 when love of letters bit him. He got a violent crush on his Sunday school teacher, took it out by penning her suitable sentiments. He actually entered the direct mail field—for money rather than love—in Pittsburgh. There he began building his reputation as a creator of letters that sell. Ten years later he tackled the Big City as business manager of *Postage and The Mailbag*,

later assumed executive management of the Direct Mail Advertising Association.

In '38 he left to begin his own magazine, "The Reporter of Direct Mail Advertising."

Today he runs his own shop in Garden City, L. I.

Took the bit between his teeth and, in fear and trembling lest his customers might think that he was "too far in the sticks," moved his business from New York's Canyons.

He and son "Pete" (Henry, Jr.) took over two old stores; Pete did a striking reconstruction and decorating job. Business is better than ever! Hoke is the author of several books: "Dogs That Climb Trees" describes how he got into advertising. He's happy as a clam now. No commuting and "those who want to see us come out here."

With him: Larry Chait, new president of Direct Mail Advertising Association.



A BRAND-NEW TYPE of man for the wallpaper industry: That's Frederick B. Heitkamp, who moved into United Wallpaper, Inc., as its president. For 17 years he's been with Daystrom, Inc., parent company which owns and operates plants in the graphic arts, furniture and electronic fields.

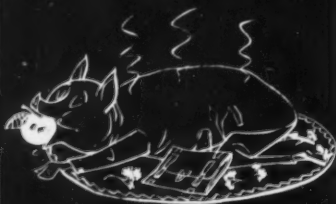
He went to Daystrom as v-p in charge of sales for American Type Founders, Inc., and later, as executive v-p of Daystrom, had charge not only of American but Daystrom Instrument Division, Daystrom Electric Co. and Daystrom Furniture Co. Obviously Fred Heitkamp is versatile if nothing. A well-known figure on podiums wherever management groups needed a crack speaker, he was one of the founders of National Industrial Advertisers Association. He's excited about his new post:

United Wallpaper is, as he points out, not only the largest wallpaper manufacturer but, in the past decade, it has pioneered in such wallpaper advances as ready-pasted, ready-trimmed, easy-to-hang paper which is made to order for the growing do-it-yourself army . . . In his house he and son, Ted, hold the fort against the four Heitkamp girls: Mrs. H. and three pretty daughters. Sometimes the boys even go over to the enemy, he says with a twinkle.

NEVER SAY "DEAL"



BE AGREEABLE



BE TRUTHFUL



Cartoonist Solves a Training Toughie

Can you convince experienced salesmen that their selling styles need sharpening? Restonic does it with a barrage of cartoons that helps salesmen analyze their techniques.

The lucid little drawings on these pages, showing salesmen and prospects exhibiting symptoms ranging from wretchedness to bliss, were created by Restonic Corp. (mattresses), Chicago, to crack a "you show me" attitude among experienced bedding salesmen.

It happens that there are over 2,800 bedding manufacturers in the U. S., and about half of these are aggressive companies with competent salesmen. It means that bedding buyers are confronted with one to a half-dozen salesmen almost every day. Buyers are likely to shunt off the salesman whose presentation needs patching.

To complicate the sales training problem, Restonic salesmen are employed by 16 different, privately owned, franchised factories. The man in charge of Restonic sales training, who headquarters at Restonic's home office, is not *actually* employed by the franchised factories. Because of this, factory salesmen have an unfortunate tendency to regard him as somewhat of a superfluous property who interrupts salesmen's schedules.

But that attitude is changing, reports E. W. Cardiff, Restonic sales and merchandising manager, "and I think our drawings are breaking the ice."

First off, the cartoons, 20 in all, form the gist of a new Restonic sales manual called, "Developing a More Effective Selling Style."

Second, the cartoons—in flip chart form—are made the hub of local sales meetings and keep the sessions from becoming dull. Because each picture illustrates a "how-to" or "how-not-to" presentation technique, the drawings provoke "presentation discussion" among attendants.

"The easel presentation," observes Cardiff, "keeps meetings under control and guides the discussion toward a logical climax—'Analyze Each Call When You Leave'."

It's not that the drawings will ever be preserved in an archive of great art, or that they will be held up as classic studies, ranking with Picasso, Monet, *et al.* But, already, Cardiff can point to the pen and ink sketches with pride, and show what they've accomplished pedagogically. After exposure to the cartoons and the lessons they suggest, salesmen leave the sales meetings (1) better informed, and (2) more enthusiastic.

Cardiff was once tempted to spotlight the cartoons at Restonic's national sales meetings, with groups of 100 to 150 salesmen. But he thinks he gets better impact when the size

of the group is held down to local dimensions. He will continue to keep "cartoon sessions" small.

Theory behind the illustrations is simple—so simple that it is often overlooked in training, says Cardiff. "Nearly every salesman," he points out, "will admit that when he thinks back, he'll always discover something he should have said, or should *not* have said. The drawings simply help salesmen analyze their presentation techniques."

In the 51-page sales manual, made up of the cartoons and their accompanying texts, there are liberal doses of presentation psychology, i.e., "Many a salesman . . . is highly skilled at talking his way right out of an order."

And the information in "Developing a More Effective Selling Style" could just as well apply to men selling electric motors, chemicals, or automobile tires. For example, opposite the "Be Informed" drawing, Restonic salesmen find that "Even though it's best to have the price on the tip of your tongue, it's also a good idea to occasionally flash a printed price sheet at your customer. It makes him realize that you have *one* set of prices, and haggling is out."

To be specific:

Never Say Deal: "To successfully sell quality merchandise, you must look like quality and you must sound like quality. It's tempting to offer special prices but it hurts your reputation."

"When you say, 'Here's a deal for

BE CONSIDERATE



you, your customer may wonder if it's as good as the deal you gave the last guy. . . . After a few *deals*, you may start wondering why your prices don't mean much."

Be Agreeable: "To be agreeable, you don't have to be a hypocrite. Maybe your customer doesn't sincerely believe what he says and is trying an idea out on you. . . . It takes two people to make an argument, and the salesman should never be one of them."

Be Truthful: "The first time your customer catches you red-handed, you are going to be labeled in his mind for a long, long time. Unfortunately, a bad first impression lingers. . . . It's a human failing to tell people what you know *they want to hear*. Sometimes the truth (even if it is something the dealer doesn't want to hear) may make a good impression and build confidence in his mind. And confidence breeds future business."

Be Considerate: "Don't mistake polite attention for breathless interest in everything you say. Come to the point, talk about essentials, and leave."

Be Informed: "You want to leave the impression that you have sold and are now selling bedding by the *train-load*. The best way to do this is to have the answer on the tip of your tongue. . . . If your customer asks you for the price of a mattress and has to wait while you look it up, he is likely to wonder how long it has been since you sold one. . . ."

Believe in Your Product: "Your cus-

BE INFORMED



tomers can spot uncertainty a mile away.

"The buyer may be full of reasons for not buying your line, but the product's construction should certainly not be one of them."

Start with Your Exclusive Features: "With new contacts, show him first that you have something that will help him sell *up*—also, something he can't buy from other manufacturers. "Starting with your best talking points means presenting the best line first."

Be Positive in Your Approach: "A good salesman never mentions a negative thought. *'When* are you going to put this line on the floor?' is a positive way of phrasing your proposition."

Other tips: (1) Say "We"—never "I"; (2) get the floor salesman on your side; (3) analyze each call when you leave.

In essence, what Restonic's booklet gets around to is this:

There are few really new concepts in selling. Successful selling is a case of applying existing methods to a situation in a *unique manner*, so that a more effective job is done.

The cartoon booklet! then, hints of a plan of action comprised of "proven methods" and a *better application of them*.

Restonic salesmen are asked to go out and practice what the cartoons teach.

Best of all, the booklet is a sales training course wrapped up in a pint-size package. It can be carried in the hip pocket, but the cartoon images can be carried in the head.

BELIEVE IN YOUR PRODUCT



START WITH YOUR EXCLUSIVE FEATURES



BE POSITIVE IN YOUR APPROACH



Why Wives Attend Ac'cent Sales Meeting

They got a close-up of their husbands' company in action. Amino Products counts on their enthusiastic support and, happily, gets it.

"There is a difference between equipment working and equipment that works properly. The difference is the human equation. People are the important ingredient, and the men, by and large, are just about as good as the women who help them keep on the job."

You have just met J.R.T. Bishop, vice-president in charge of the Amino Products Division, International Minerals and Chemicals Corp. He is addressing a joint meeting of sales and production groups of the company gathered at the San Jose, Cal. plant which has opened a new \$3,500,000 extension. It is a typical sales conference, with this difference: there is unusual alertness . . . and a sunshiny atmosphere of flowers and femininity. Seated in the conference room with the 21 executives from the company's various offices and listening closely to the speeches and discussions are the wives of those executives. They are auditing the three-day meeting at which institutional, food processing, and retail sales of Ac'cent, and the problems and techniques involved, are being examined.

Their presence here is a new step in a program close to the heart of Bishop and to the corporation's president, Louis Ware. It is the first time the production and sales wives have been brought into a meeting or invited to participate in the attendant plant and entertainment activities of a major conference. IMC principals believe it was a success and points



1. WELCOME . . . says J. R. T. Bishop (right), vice-president in charge, Amino Products . . . ↓



2. FLOWER-DECKED meeting room. In foreground: Ac'cent sales and production executives . . .

the way to a desirable integration of the business and personal lives of the men they employ, particularly, the sales staff who must often be away from their homes and families.

Let us take a quick look at the activities in which the wives participated, and the attendant thinking, and then review the policy the company has been developing to abolish the "curtain" that all too often exists between business on the one hand and family and community life on the other. It is Bishop's argument that the existence of such a "curtain" is responsible for all sorts of disadvantages for business and for those dependent upon it.

The conference opened on a Tuesday at the end of July, in a meeting

room of the plant in the Santa Clara Valley, where 4,000,000 pounds of Ac'cent (monosodium glutamate) have been produced annually, a figure which will be doubled by the new addition to the \$7,000,000 enterprise in San Jose.

In the flower-filled hall where charts and other visual aids gave facts at a glance, the executives and their wives were welcomed by Bishop. His talk set the tone of the conference and its aims. International has, in its Amino Products Division, he said, "the sort of activity that can be talked about with great enthusiasm." It is enthusiasm which contributes so greatly to the success of any organization, he added. In order to maintain such enthusiasm at a high level

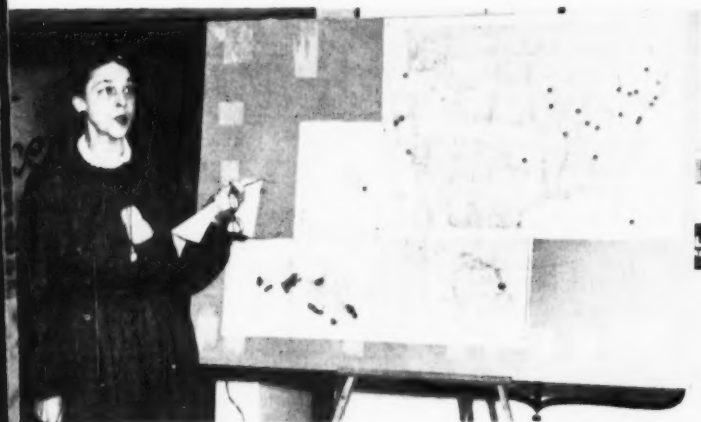
ACCENT MAKES FOOD FLAVORS SING



3. RETAIL DEMONSTRATION. To make Ac'cent basic as salt & pepper . . .



5. BUFFET BREAK on lawn at Ac'cent plant under the . . .



4. VISUALS help Joan Reck, director, consumer services, tell story . . .



6. BRILLIANT Santa Clara Valley sunshine.

it is most important that there be effective "communications" up and down the line within the operating organization.

"In fact," he emphasized, "the most important job that the head of any important operation has is to keep the channel of communication open in both directions . . . so that news, instructions and formal orders flow freely to those who should receive them, and so that in turn the head of the organization can be informed as to what is going on at the various working levels within the organization. It is equally important that this matter of communications extend to the families of the men who work for a company."

Nods of approval met Bishop's sug-

gestion that "women enjoy a new kind of community life if they have a knowledge of, and an interest in, their husbands' business . . . they in turn become intelligently aware of the problems their husbands have to face."

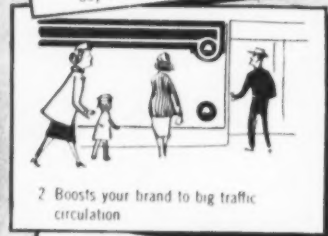
The remainder of the first morning was spent touring the plant. Luncheon was a time for the groups to become better acquainted, for sales wives, and sales and production wives to compare notes and absorb a fuller understanding of their husbands' relationship to the whole.

In the first half of the afternoon they were initiated into the selling background. Along with their husbands they listened to and viewed presentations by Russell Kramer, in-

stitutional sales manager; by O. C. Peterson, food processing sales manager; and by Brooks Taylor, retail sales manager, aided by a guest, R. L. Buchanan, vice-president of Lucky Stores, a food chain headquartered in San Leandro and serving Northern California.

After a social break in mid-afternoon, there were presentations by the advertising manager, the director of consumer services, and the technical service director. A barbecue filled the evening. The following morning was occupied with dedication of the new plant extension and luncheon. In the afternoon and throughout the following day when the forthcoming institutional, retail, and food processing sales programs were presented and

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analyzed, the wives received an insight into the day-to-day problems and the objectives facing their men. The day closed with a question and answer session on all of the sales programs.

During Friday morning when there was a session for sales personnel only, and the separate quarterly research meeting for technical and research personnel only, the wives had an opportunity to improve acquaintanceships. This was assisted by a purse-size plastic-covered booklet with which each delegate and guest was presented at the start of the conference. It "introduced" each participant and wife.

Examples: "A. J. Cassidy (New York). This Irish lad is Northeastern Division Sales Manager for Ac'cent. He knows his food business and works hard at it, but he's no slouch as an athlete, listing his special interests as golf, football, baseball and rowing. With all that, he's a gardener as well. Wife, Jeane, is real patient when he goes out to the Bachelor's Barge Club back east."

And: "Mr and Mrs E. G. (Ned) Freeman (San Francisco). Ned Freeman is our Western Sales Manager. He covers the 11 Western States, including Alaska and Hawaii (emphasis on the latter!). Mrs F. (Ruth) is no stranger to the San Jose plant. They celebrate their 18th wedding anniversary at the sales meeting Tuesday (who's selling who?)." The easy, informal approach is designed to promote the "good communications" stressed by Bishop as essential.

"It is only through good communications that there can be proper understanding, and without proper understanding among employees at all working levels, results will not be satisfactory and the morale of the organization will definitely suffer."

He Meets "The Team"

The company's experience in bringing all of their employees, not alone those concerned with sales, closer together and the families closer to the business dates back many years. Bishop never takes any important new member into the working force without first getting to know the man's wife and family. He comments: "They should not come with us unless they like us and they should want us to like them—all of them, for when you get down to bedrock, a man and his wife are a working team."

In these days of lessened community participation by nearly everybody, of shifts from community to community to community and attend-

ant isolation, husbands and wives need to feel closer to one another and more securely centered in their family, and the family in turn significantly related to the business that is their economic support. Business management, Bishop believes, should attempt to create new centers of community life for those they employ and for their families so that the prevailing and much publicized "insecurity" may be mitigated. Without this sense of security, he underlines, salesmen in particular cannot bring as composed, as co-ordinated an effort to the job.

Sound Family Life

"I don't wish to be and am not dogmatic about it," he interpolates. "We have all known the salesman or sales executive who does a tremendous job in spite of—sometimes, you might say, as a flight from deep emotional insecurity. But it is not often sustained. Something breaks sooner or later. And so, while we do not make a sound family situation a condition of employment, realizing there are exceptions to all rules, we have learned from experience that where it exists the men are more stable, more loyal, and over the long pull, better producers."

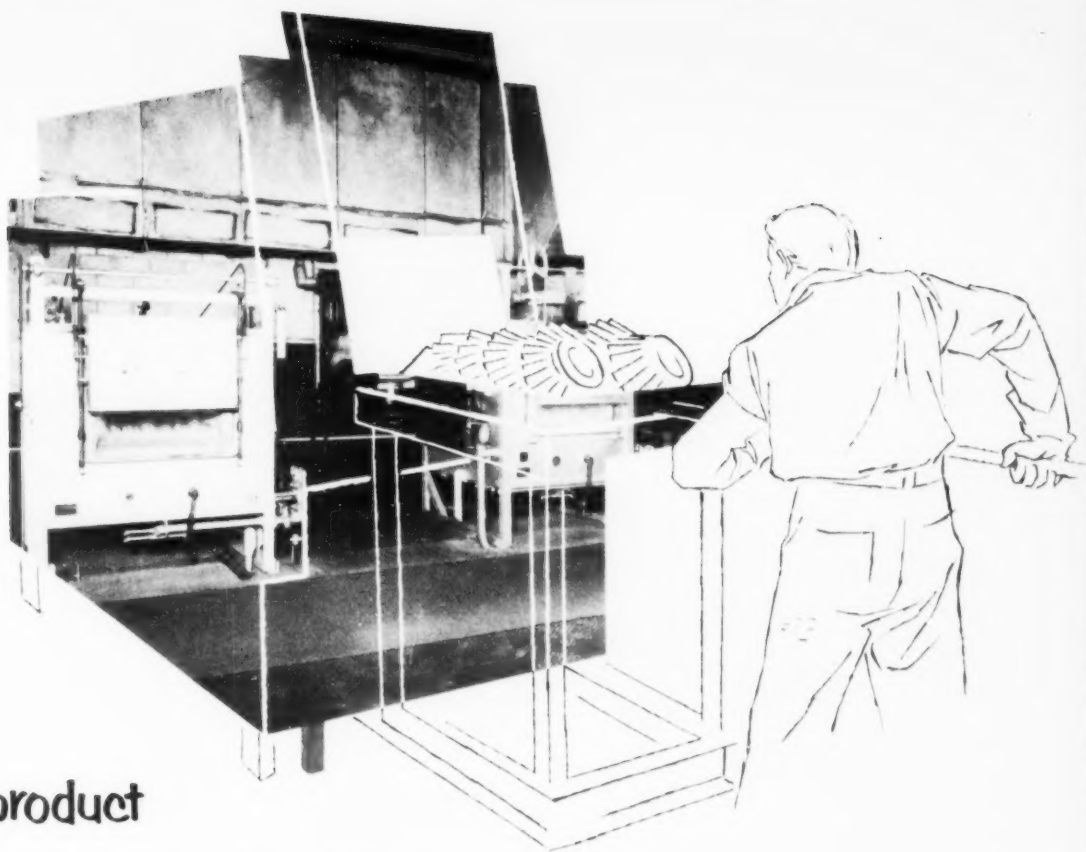
Bishop has set no formula for feeling out the family situation. He may find an opportunity for a visit to the home of an acceptable candidate for employment; invite the man and his wife out for a meal; ask them to some informal get-together where they will be likely to relax.

Once a man joins the company, every effort is made to encourage him and his family to feel a part of it. In addition to personal contacts, the company has three publications which keep wives informed and which stimulate a sharing of work problems.

One of these is "San Jose AC-CENT News" which goes to the homes of sales and supervisory personnel as well as all other employees; another "New Notes in Cooking," which stresses the product and is beamed at the womenfolk; and "The Third Shaker" (salt, pepper, and Ac'cent), produced for the trade but also sent into the homes of sales personnel.

Says Bishop:

"If we can appeal to the wives of every one of our salesmen, to the wives of the salesmen of our brokers, wholesalers, store operators, and achieve a goodwill relationship all the way along the line—what a tremendous force we will have generated for our product!"



If your product
belongs in metalworking...

your advertising belongs in... **STEEL**



All heat treating or annealing is done in the market reached by STEEL. Of the 5,943 plants that do heat treating, STEEL reaches 5,579 of them. The key men in these plants are kept informed by STEEL's editors on all significant metal treating developments. Just another reason why STEEL is the logical choice as the basic paper to reach the \$111 billion metalworking market.

STEEL • Penton Building • Cleveland 13, Ohio

You advertise in STEEL to reach
all four buying influences



These 22 manufacturers of heat treating equipment advertised in STEEL during 1952

Ajax Electric Co., Inc.
American Gas Association
American Gas Furnace Co.
Cincinnati Milling Machine Co.
Cities Service Oil Co.
Delaware Tool Steel Corp.,
Furnace Div.
Electric Furnace Co.
Furnace Engineers, Inc.
Claud S. Gordon Co.
Gulf Oil Corp.—
Super-Quench Oil
Hevi Duty Electric Co.
Holcroft & Company
E. F. Houghton & Co.—
Heat Treating Materials
James H. Knapp Company, Inc.
The Lakeside Steel
Improvement Co.
Leeds & Northrup Co.
Lepel High Frequency
Laboratories, Inc.
Lindberg Engineering Co.—
High Frequency Div.
The Ohio Crankshaft Co.
Phillips Petroleum Co.
Sargeant & Wilbur, Inc.
Westinghouse Electric Corp.—
Electronic & X Ray Div.

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- REDUCED RATES AND LOWER MINIMUMS—
for virtually every weight and distance.
- ONE STANDARD OF SERVICE ONLY FOR ALL SHIPMENTS—
*its famous Blue Ribbon Service, with over 900 rated points
served throughout the Nation.*

These lower prices have been made possible by increases in traffic volume which have established an unparalleled and continuing record. But there will be no reduction in the extra value features that have made Blue Ribbon Service unique . . . pickup and delivery at your convenience, day or night . . . "fire department" runs when you need them . . . individual shipment control for tracing reports and delivery forecasts that you can bank on . . . Air Procurement Service, an Emery exclusive . . . special Assembly and Distribution privileges which make all the difference in reducing minimum and per-pound charges.

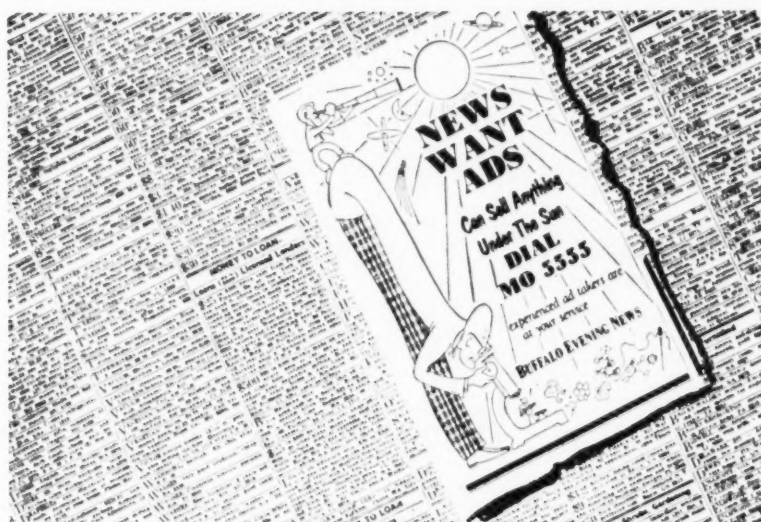
Phone or write for full information about these rate reductions!



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NEWS Want Ads are the overwhelming choice of the people of Western New York. Every day the News publishes 7 or more pages of want ads . . . all set solid . . . no white space, cuts or display.

The NEWS is by far the largest upstate classified medium, and this preference by newspaper readers is proof of its all-around advertising power.

If you wish to promote your product in the big profitable Buffalo Market, you can safely follow the example of the people who know it best . . . the users of News Want Ads.

BUFFALO EVENING NEWS

EDWARD H. BUTLER
Editor and Publisher

KELLY-SMITH CO.
National Representatives

WESTERN NEW YORK'S GREAT NEWSPAPER

Where Are the Sales Trouble Areas?

Because of keener competition and abundant stocks, 155 manufacturers find buyer resistance the big headache.

The National Industrial Conference Board recently asked 155 manufacturing companies whether they were having "sales troubles," and if so, why. More than 90% of the firms reported that they had come face-to-face with more buyer resistance than had been detected for many years.

As a result, increased competition is forcing more serious attention to (1) accelerated recruiting and training of salesmen; (2) development of new products and new markets for existing products; (3) reduction of production and distribution costs; (4) improved delivery and service; (5) dealer education.

See how the attitudes of the surveyed manufacturers stack up with your own:

Advertising expenditures of half the companies will be higher than

last year. The other companies expect their future budgets to at least equal this year's expenditure.

Over-all sales expenses, as a percentage of sales, are the same or higher in 75% of the companies than they were last year, and half of these same companies expect to increase their expenditures in 1954, partly as a result of their intensified sales efforts and partly because of rising costs.

Price competition is becoming prevalent, the companies report. Loss of defense business has freed productive capacity in some industries and has greatly intensified the search for consumer markets. In the face of adequate supplies, customers are becoming more selective and are offering more resistance. "Customers," the companies relate, "are not only price conscious, but are demanding better

service and better delivery, as well."

Rebuilding sales forces will help meet the challenge of this emerging market, a substantial number of companies believe. They are intensifying their efforts to recruit competent salesmen and to train existing salesmen to do a better job. One-third of the companies surveyed will put more salesmen in the field—if they can recruit likely candidates.

In several organizations, salesmen's compensation plans are undergoing revision as a step toward building sales enthusiasm. Revisions will liberalize earlier compensation plans.

Lower production costs, N I C B finds, will be one weapon used to fight price competition. Some manufacturers believe that maintaining or improving quality against a background of rising costs is probably their most difficult problem at present.

Additions to the line and new uses for old products are the solutions to some sales troubles, several companies believe. Many of them are considering the introduction of new products that are really additions to their product line rather than divergent products.

How to Get a Salesman to Tell The Real Reason He Quit Your Job

Whenever a salesman resigns, management can profit by an Exit Interview with him. It helps the firm spot, appraise, and correct grievances, and you may save a good man, too.

BY JAMES S. ARNOLD
Vice-President, McMurtry, Hamstra & Co.*

The Patterned Exit Interview for Salesmen is a multi-purpose tool. It can make significant contributions in all of the following areas:

1. Salvage of Good Salesmen:

Some terminations are the result of dissatisfactions, or misunderstandings which can be corrected if they are brought to light. Perhaps learning of such conditions in the Exit Interview is late, but since good communication is often a problem in sales groups, it is better to learn of these conditions late than never. A case of this kind occurred recently.

A salesman in Akron, O., had continually placed higher in sales volume rank than the salesman for the same firm in Youngstown. He usually stood higher in sales contests and was considered an effective, loyal salesman. Yet the Youngstown man was given a larger, richer territory at Cleveland, when a Cleveland man was promoted. The Akron man sent in his resignation, and in the Exit Interview these points were disclosed:

1. He had reasons to believe he had earned that better job and, since he did not get it, thought he had no opportunity with the company.

2. Yes, he was available to move.

3. He had been offered and had declined the Cleveland territory four years ago. At that time his son was in the Veterans Hospital near Akron and he did not want to move away.

4. This condition had not existed for more than a year. Although the man was well supervised, these related facts were not known before the Exit Interview. In this case the man decided to stay on the job when

he learned that he would be eligible for future advancement.

In the Exit Interview, the possibility of returning the salesman to the job should be kept in mind if it can save a *good* representative. The salvage of desirable employees has an important effect on general employee morale. Careful salvage of good salesmen will help to convince others that management is interested in their welfare.

Not every terminating salesman is worth salvaging, and satisfactory arrangements cannot always be worked out so that every good salesman can be saved, since appropriate policies and standards must be maintained. However, the Patterned Exit Interview helps to avoid unnecessary terminations by providing a thorough investigation of the facts. On the basis of these facts it is sometimes possible to return the salesman to his job or to make other arrangements for his placement.

2. Vertical Communication:

The Patterned Exit Interview provides a splendid channel for vertical communication, particularly upwards. Because the salesman is leaving, he often feels freer to speak his mind regarding his experiences with the company. He has less fear of retribution. The careful questioning and skillful listening which are the basis of the Patterned Exit Interview will frequently give management important insights into the general attitudes and beliefs among salesmen. Sore spots can then be corrected before they become more serious.

An exit interview with a resigning bakery route salesman uncovered dissatisfaction with details of collection and return goods policies which were causing unrest among the company's 55 outside men, and loss of business to one type of retailer. The policies

were smoothed out and arrangements made for better interpretation with salesmen and customers, which led to better understanding and satisfaction.

Where such conditions need to be changed, it is wasteful to lose both business and the interest of the salesmen because of them.

The Patterned Exit Interview also provides a limited opportunity for downward communication. The salesman may discuss the interview with others. This may serve as a means of correcting general misconceptions and of providing other employees with a clearer understanding of the company's policies and views.

3. Catharsis:

Because of the nature of competitive sales work, plus the personality of the man himself, some salesmen build up discouragements and frustrations within themselves until their worries and dissatisfactions are more than they can bear. When such a person has a chance to talk out his problems, dissatisfactions and worries with a sympathetic listener, he feels better. He is then better able to cope with his own situation. The Patterned Exit Interview provides this opportunity to "blow off steam" to someone who can be helpful. In some "quit" cases little further is required. The salesman having "said his piece" is willing to ask to return to his job. His anger and annoyance have subsided, and he realizes that he really does not want to quit.

A sales manager's experience with a salesman in his organization illustrates this: This man sells industrial chemicals to garages and small shops in a territory approximately two hundred miles from the home office. He did a satisfactory job from the start, but in less than a year he drove into the home office with all his stock samples and demonstration equipment in order and turned it in. He gave general reasons for quitting and the sales manager took him into the office to talk with him. After more than an hour, during which the salesman did nearly all the talking about himself and his problems, he said he felt he could make a go of it and the sales manager offered to let him go back on the job. He has done an excellent job of selling in the last two years, but during that time the sales-

*This firm, located in Chicago, specializes in personnel administration, industrial relations, and market research.

THE SCHUYLER HOPPER Co.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

TWELVE EAST FORTY-FIRST STREET • NEW YORK 17, N. Y. • LEXINGTON 2-3135

Why do so many Sales Managers wear blinders

when it comes to the one market factor

that counts most in selling their products?



The Sales Manager is a walking encyclopedia of market statistics.

He knows who his customers are, who his prospects are, where they are, and approximately how many.

He knows how many units of product he's sold, how many competition has sold, and what the potential is.

What he is most likely NOT to know is what customers and prospects think (right or wrong) of his product, his company, his salesmen, his service, his competition - and, particularly, WHY they think it.

Yet he can have no clear, workable understanding of why sales that seemed certain were lost; of what's making life tough for his salesmen and costly for his company, without sure knowledge of what customers and prospects think - knowledge that reliably weighs what's most important to them about his product, what's less important, what's unimportant.

And without such knowledge, advertising is an expensive chip in a costly game of chance.

The Sales Manager who relies for such information on his personal knowledge of customers and prospects, and on the reports of his salesmen, may be fooling himself. He and his salesmen may be too close to the job of selling



- to get a clear, balanced picture of customers' and prospects' problems and needs, their prejudices and confusions;
- to get the real reasons behind turn-downs;
- to analyze objectively the steps that lead to sales.

First-hand information of what people believe about your product - what they believe that's right; what they believe that's wrong; what they don't know at all, and should; will provide the authority your selling and your advertising needs in order to sell by helping people buy.

Sincerely yours,

The Schuyler Hopper Co.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

"Experienced in the reduction of guess work in advertising and selling."

NOVEMBER 1, 1953

35

man has repeated his catharsis twice. Each time he has gone back and done a good job after "just talking." This sales manager says he will "gladly sit and listen for an hour to get the poison out of a good producer's soul."

Because the salesman has a chance to vent his feelings to a good listener during the Patterned Exit Interview, an amiable settlement of differences or a friendlier parting will result.

4. Protecting the Good Will of the Organization: The reputation of the sales manager and the public's attitude towards an entire sales organization may depend on the manner in which "quits" are handled. Some years ago most lay-offs were notified of their dismissal by slips in their pay envelopes, and these slips usually indicated that there would be no discussion of the lay-off. Even today there are some cases where lay-offs are accompanied by a rather short dismissal letter, and salesmen who are quitting are given no further consideration or time. Experience has shown that such summary actions are dangerous to public and employee relations.

From the standpoint of reputation and the good will of the sales organi-

zation, it is recommended that all "quits" or discharges be given a thorough Exit Interview and a hearing by a trained representative of the company at the time of leaving. This will promote a better attitude toward the distributing firm on the part of the public and all in distribution.

Customer Black Ball You?

A salesman recently went to the president of a wholesale hardware firm and asked his advice regarding a proposed position with a manufacturer of hardware items. This wholesaler recalled how arbitrarily the last two salesmen of this firm had been treated at the time of their leaving the company and, while he did not advise this prospective salesman, his inclination to endorse this manufacturer as an employer was somewhat dampened. One sales manager recently said: "As we never know when one of our previous salesmen may become one of our best customers or even one of our dealers, we want him to leave us feeling just as enthusiastic about us as when he was selling our product."

5. Continuing Audit of Personnel Policies and Practices: Analyses of the reasons for terminations, and of the attitudes of terminating sales employees can assist materially in locating the strengths and weaknesses of the company's whole sales department. Over-all policies and procedures that deal with selection, orientation, training, compensation, promotion and communication can be audited by considering the data as a whole. Detailed statistical breakdowns of total terminations, specific reasons for terminations, and employee attitudes by districts, will aid in evaluating the effectiveness of supervisory practices and the degree to which broader policies are successfully applied in specific situations.

Salespeople in any brief discussion of their problems with management often have difficulty in expressing their feelings. The quitting salesman may be inclined to ignore his real feelings and give some cause which he believes will leave him in better grace with the management of the firm. If there are personalities involved he may refuse to discuss the facts with his immediate boss and be reluctant to tell the home office off-

MONEY'S WORTH, AND THEN SOME!



Here is one of America's great advertising values. Your advertisements in the South Bend Tribune reach buyers with the highest average family income and highest median personal income in America. Reaches all of them too — the Tribune's coverage of the South Bend Metropolitan Area is 103.3%. Milline rates are 24.3% below the average of comparable newspapers! Write for free market data book, "Test Town, U. S. A."

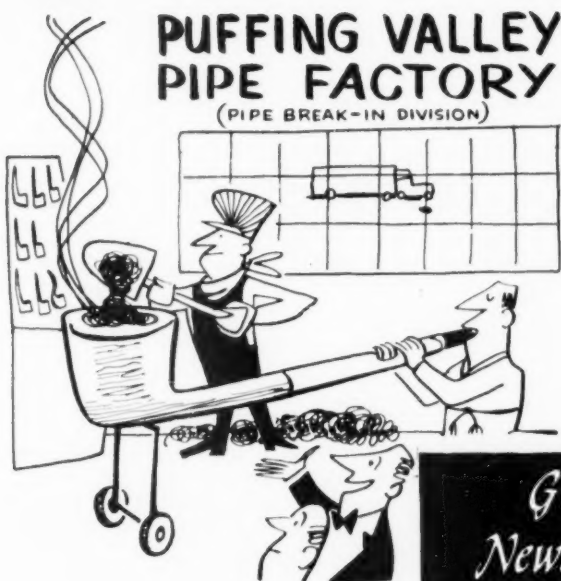
**The
South Bend
Tribune**



The South Bend, Ind. Market
7 Counties, 1/2 Million People

F. A. Miller — Pres. and Editor Franklin D. Schurz — Secy. and Treas.
STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

"This is the size we make for the Growing Greensboro Market!"



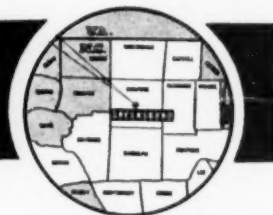
THERE ISN'T ANY MAKE-BELIEVE about sales in the Growing Greensboro Market, located in the heart of the South's No. 1 State! . . . In total retail sales, for example, the Greensboro ABC Retail Trading Area rang up \$570,406,000 last year—1/5 of North Carolina's nearly \$3-billion! . . . Likewise, in food, general merchandise, furniture, and drugs, the Greensboro ABC Market accounted for 1/5 of the state's sales. . . . One of the big reasons why the Greensboro ABC Market commands the attention of most advertisers, is because 1/5 of the state's sales are made to 1/6 of the state's people who make up this bustling market . . . The best way to sell your goods or services to these folks, is the 100,000 daily circulation of the GREENSBORO NEWS and RECORD. . . .

The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina

*Greensboro
News and Record*

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.



Sales Management Figures

cial about them. If there have been differences which have been covered in correspondence, he may be reluctant to open these subjects again in a termination interview where he feels nothing is to be gained by such discussion.

The basic purpose of the Exit Interview is, in this situation, to get the facts as they relate to the man who is leaving the organization. Unless the real reasons and opinions of the salesman are uncovered, little help can be obtained from the Exit Interview program. Therefore, the Exit Interview is a means of getting under the superficial reasons for quitting or the superficial thinking of the salesman to determine his real thinking and opinions in order to make use of this material in management. It is important to differentiate between a statement such as, "I'm quitting because there isn't enough money in the job," and the real reason such as, "I'm quitting because I don't think you have been fair in paying me for the development work which I have done in my territory," or "You have not lived up to the pay raise promises made to me by my sales supervisor," or "You are not paying me enough

to make up for the neglect which I am receiving from my supervisor," or "I'm not paid enough to make up for the confusion on my job," etc.

Sales management may feel that the cost, time, travel and effort of personally conducted Exit Interviews with Salesmen may be out of proportion to the results obtained.

Farewell Letter Bad?

Some firms have substituted the farewell letter for an exiting salesman. The results are frequently incomplete, unconstructive and lacking in consistency. Due to their nature they may lead management away from the true facts.

In the first place, only a part of the exiting salesmen will write in return. This usually ranges from 10% to 25% of all salesmen terminated. Secondly, there is no opportunity to obtain the salesman's good and bad opinions. In one case the salesman, who was closely identified with a manager, may write and give a glowing account of his training and treatment, but he may fail to mention the things he did not like. An-

other letter may come from a salesman who has been selling for some time, criticizing and condemning, but giving no favorable opinion. Personally conducted interviews obtain favorable and unfavorable items from each salesman.

Third, points mentioned in such letters are often so general that they cannot be applied to any particular phase of management. One letter from a salesman who endeavored to make his comments constructive, stated that "the company did not take enough personal interest in its salesmen." The sales manager, who believed that this was one of the strong points of his management, made it a point to visit this salesman and learned that what the salesman had in mind was "incentive programs where the salesmen had an opportunity to win merchandise prizes."

In the Patterned Exit Interview for Salesmen, these points may be clarified and the true feeling of the salesman determined.

Taking into consideration the few replies which may be expected from the off-list salesmen and the general and biased nature of replies usually received in such cases, the farewell

it costs
22%* less
to advertise
and sell
DRUGS

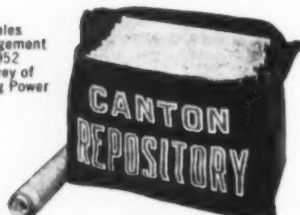


in the Canton, Ohio REPOSITORY

Canton, Ohio, is a profitable market to sell drug products. Canton families, in fact, spend 22% more on drugs than the national average.[†] You can wrap up this busy, buying market for your product with Canton's only daily newspaper — The Canton Repository: 100% city zone coverage; 98.8% home delivered. And because your drug advertising dollar reaches people who buy 22% more, it does 22% more work, costs 22% less when it's working in The Canton Repository. Do the most for your product — advertise it in The Canton Repository.

† CANTON, O. — \$121.00
UNITED STATES — \$99.00

*Sales
Management
1952
Survey of
Buying Power



A Brush-Moore newspaper represented
nationally by Story, Brooks & Finley

Patterned Exit Interview for Salesmen

Social Sec. No. _____	Div. _____
	Terr. _____
Salesman's name _____	Supervisor _____
Date employed 19... Interviewer _____	Date 19...
Interviewer's rating for rehiring: 1 2 3 4. Why? _____	
Interviewer's conclusion — real reason for leaving _____	
I understand that you are leaving. How long have you worked here? _____	
What are your real reasons for leaving (Resignation only)? _____	
Why right now? _____	
Did other reasons contribute? _____	
What work do you have in mind after leaving? _____	
What did you like about your job? _____	
Why? _____	
What did you dislike about your job? _____	
Why? _____	
How did you like your supervisor? _____	
Other managers? _____	
What did your wife and family think of your position? _____	

letter is an inadequate substitute for the Patterned Exit Interview.

This is not a program whereby the salesman's immediate supervisor reports the Exit Interview. While some advantage might be gained by insisting on such a formal interview by the supervisor, the results could not be depended on, for the information given by the exiting salesman, might not be candid, and the reporting by the supervisor might be colored by his own feelings and opinions.

Either top sales management or a home office staff representative should conduct exit interviews. Insofar as possible the same person or persons from the same level of management should conduct all the Exit Interviews.

Exit Interview Pattern

1. Preparation by interviewer:

Review personnel file of salesman.
Review sales and other available records of salesman.

Obtain report from salesman's immediate supervisor covering history and all phases of the termination.

Determine whether the salesman should be salvaged if possible.

Arrange for place and time where interview can be held privately and will not be interrupted.

2. Conducting the interview:

Mention good points in man's record with company.

Mention that firm desires to keep salesman's good will.

Mention that firm is sincerely interested in having his candid opinions — especially for the benefit of all

How Do You Feel About These Factors In Your Work?

Your initial training _____
Your field training _____
Induction into the field _____
Sales meetings _____
Sales materials and samples _____
Sales promotion materials _____
Contacts with your supervisor _____
Quality of products _____
Competitive position of products _____
Completeness of the line _____
Pricing and terms _____
Relations with the Home Office _____
Backing up by Manager _____
Reports to make out _____
Deliveries _____
Service _____
Advertising _____
Contests _____
Compensation _____
Expense allowance _____
Opportunity with the firm _____
General comments _____

Do you feel that you are better fitted for another type of work? _____
What and Why? _____

Salvage—Your dissatisfactions appear to come from? _____

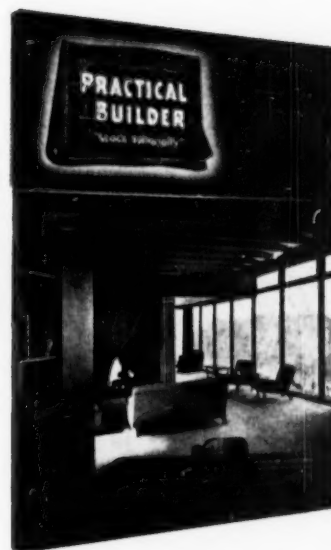
If these could be cleared would you like to continue to work with this firm? _____

Possible arrangements discussed with salesman? _____

*Practical Builder is edited for its readers. Does this strike you as banal and bromidic? Well, it takes a lot of courage to say it... and a lot more courage to do it. No one can buy his way into the editorial pages of **practical builder**. Every PB reader knows the editors are on his side. They are worried about him and his problems. They are trying to make him more successful, more prosperous. So the reader believes what they tell him. And that belief in PB is not for sale. Yet it's the biggest thing an advertiser buys when he buys PB. You won't find it in Standard Rate & Data. But you'll find it where it counts: in the minds and hearts of 93,000 building men (principally builder-contractors) who look to PB as their book. Quite an audience, Mr. Advertiser! An audience ready to believe your sales-story too!*



... of the light construction industry



Says a Pittsburgh advertiser (name on request)...

"Our recent survey to determine where our advertising should be placed next year showed this: Practical Builder was preferred by a ratio of better than two to one over the next leading publication."

Hang the cost... on the media director's wall!

It isn't the cost of the white space that counts as much as the cost of the reader your message reaches.

If you're selling in the billion dollar coal market, and want to do it with maximum economy, the following figures may be helpful in your selection of coal magazines:



COMPARATIVE COSTS PER THOUSAND

Based on comparative costs per 12-time black-and-white page.
Data from S. R. & D. Service, October, 1953

	MECHANIZATION	MAGAZINE "X"
Primary Buying Influences	\$38.59	\$65.74
Secondary Buying Influences	\$64.38	\$53.99
Total Coal Circulation	\$24.13	\$29.64
Total Circulation	\$23.33	\$24.15

MECHANIZATION reaches the men who control 95% of coal's purchases in the mines which produce 87% of the coal. MECHANIZATION is read by more primary buying influences than any other coal magazine, according to an independent survey.* More executives, including general managers and purchasing agents—more superintendents, mine managers and their assistants receive MECHANIZATION.

More coal-production men report MECHANIZATION to be most useful or interesting.

Also, more and more advertisers are finding MECHANIZATION to be the most useful and more interesting.

Cost per M is a major reason. So are the results.

There are plenty more, which our sales reps would like you to have, even if you don't paste them under your hat, on your wall, or in your pipe.

Call and compare.

*Conducted by John T. Fendick Associates



Mechanization

THE MAGAZINE OF MODERN COAL

Mechanization, Inc., Publishers • Munsey Bldg. • Washington 4, D. C.

NEW YORK • PITTSBURGH • CHICAGO • SAN FRANCISCO • LOS ANGELES

other salesmen. Get the salesman to talk.

Ask general (open end) questions first.

Try to get the salesman's opinion about what he liked or didn't like without mentioning particular points.

Attempt to have the salesman expand on your good and bad points.

After all voluntary comments are received, mention other factors of sales work or duties, and try to obtain the salesman's comments on each.

In interviewing voluntary quits be sure that real reasons for leaving are obtained.

Handle salvage if that is appropriate.

Follow all good interviewing practices. Don't interrupt, don't argue, don't moralize, don't "blame" anyone, don't use leading questions or "plant" opinions during the interview.

3. Reporting the interview:

It has been found that if some sort of reminder or outline such as provided on the form is not used, the interviewer may fail to cover all phases of the salesman's opinions. It is not always best to fill in the Exit Interview form during the interview. The interviewer should take notes, however, of dates, figures, and quotes regarding critical matters mentioned by the salesman. Experience has shown that the use of the form does not slow up the interview when it is used as a work sheet.

A copy of the interview report should be routed down through management to the exiting salesman's immediate supervisor.

Periodically, tabulations of favorable and unfavorable comments by salesmen—computed by classes of salesmen or management divisions—may provide management with valuable information regarding training, supervision and every phase of sales management.

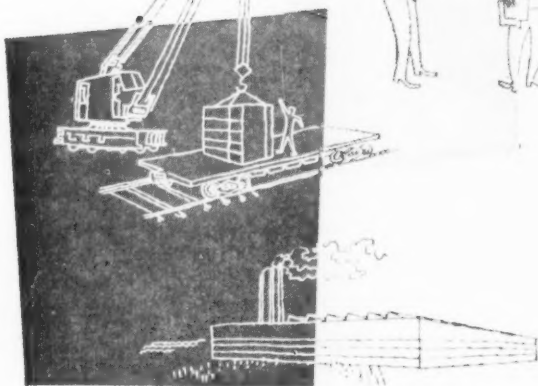
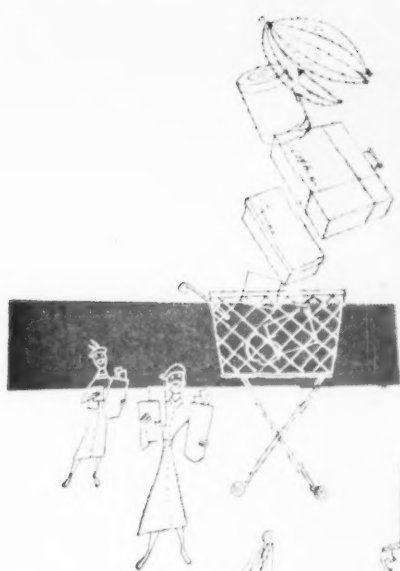
4. Salvaging the profitable employee:

If it is desirable to salvage the employee, the interviewer should, toward the end of the interview, determine what actions are required to satisfy the salesman.

Where transfer or similar action is required, it is well to make no commitments at the time of the interview (unless the interviewer has all the required information necessary and full authority to approve such action).

Action should be decided quickly and expedited in case the man is to be reinstated. If he is a good man, he won't want to wait long.

SALES MANAGEMENT



Detroit today...

DETROIT MEANS BUSINESS and almost everybody in Detroit is too busy to become concerned about readjustments that are expected to be only minor and scattered. Here are the business facts about Detroit today.

- **EMPLOYMENT** of both factory and non-factory workers is higher than ever before in Detroit's history, for this time of year.
- **WAGE RATES** remain the highest of any major American market.
- **EXPANSION** of plant facilities in the Detroit area is going ahead, on schedule. McLouth is planning a new steel plant. Ford continues to enlarge production facilities. GM will have Hydra-Matic units in production at one Detroit plant this month, and at Willow Run next month.
- **RETAIL SALES** for September showed a 5% gain over the same month of 1952. Local retailers are continuing construction of branch stores and shopping developments in new areas.
- **RESIDENTIAL BUILDING** shows little sign of let-up. For the first 6 months of 1953, it was 40% ahead of the same period last year.
- **CIVIC PROJECTS** are numerous. multi-million dollar expressways, 40-million dollar water development, 6½-million dollar Civic Auditorium, 2½-million dollar river-front drives, new port and dock facilities, and new city-county buildings.

ADVERTISING IN THE DETROIT NEWS IS THE HIGHEST IN ITS 80-YEAR HISTORY!

For the first 9 months of 1953, The News carried 30,414,978 lines—up 14% over the same period last year. Linage gains of The News were 1½-MILLION LINES greater than those of any other Detroit newspaper!

To do more business with Detroiters, do most of your business with The Detroit News!

450,054 Weekdays 552,238 Sundays ABC March 31, 1953

The Detroit News

THE HOME NEWSPAPER

Eastern Offices: 110 E 42nd St., New York 17—under management of A. H. KUCH
Western Offices: JOHN E. LUTZ CO., Tribune Tower, Chicago

Readers' Service Can Furnish These Reprints

PLEASE SEND REMITTANCE with order to Readers' Service Bureau, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N.Y. Reprints may be ordered by number.

REPRINTS

282—What Happens to Margin and Profit When You Cut Prices 5%, 10%, 20%?, by T. G. MacGowan. (Price 10c)

281—Wanted: More Creative Selling For Products Sold to Industry (five articles), by Alan E. Turner. (Price 50c)

280—How to Put Warmth and Friendliness Into Your Letters (five articles), by Robert E. Smallwood. (Price 50c)

279—10 Common Weaknesses in Sales Supervision, by C. L. Lapp. (Price 10c)

278—What Distributor Salesmen Want Most in Meetings, by Louis H. Brendel. (Price 10c)

277—How to Determine If Your Product Can Be Sold Door-to-Door, by Norman Brucks. (Price 25c)

276—Why Price is 10th in Buyer Preferences, by David Markstein. (Price 5c)

275—It's No Time for Buck Fever When the Buyer Says, "How Much?" by W. C. Dorr. (Price 5c)

274—Babies Mean Business, by A. R. Hahn. (Price 25c)

273—Cost of Salesmen in the Field—Up 25% Since 1950, by A. R. Hahn. (Price 50c)

272—Ten Commandments for Salesmen, by Jack W. Thompson. (Price 5c)

271—Buyers I Dislike! by Ray B. Heller. (Price 5c)

270—Canco Now Trains with Seminars for Salesmen, by John H. Caldwell. (Price 10c)

269—Don't Be a Half Failure! by Philip Salisbury and Arthur A. Hood. (Price 10c)

268—It's Good Management to Keep Tabs on Your Competition, by Richard C. Christian. (Price 10c)

267—20 Ways to Show Salesmen You're the Man to Be Their Boss, by William J. Tobin. (Price 10c)

266—Westinghouse Sales Engineers: How They're Picked and Trained, by D. W. McGill. (Price 10c)

264—12 Types of Salesmen I Detest, by Henry Carlton Jones. (Price 10c)

263—How to Prepare a Salesman For Promotion to a Supervisory Job, by C. L. Lapp. (Price 10c)

262—Department Store Membership in 18 New York Buying Groups. (Price 35c)

261—Cost of Operating Salesmen's Cars Jumps 6 to 15% over 1950, by R. E. Runzheimer. (Price 10c)

MISCELLANEOUS REPRINTS

The following miscellaneous reprints are also available until present limited stocks are exhausted. (Price is indicated.)

CANADIAN EDITION — *Survey of Buying Power*, May 10, 1953. (Price \$1.00)

The *INDUSTRIAL Survey of Buying Power*—May 10, 1953. (Price \$1.00)

Come Clean With Your Agency—And Get Better Advertising, by James C. Cumming. (Price 5c)

10 Big Benefits You Enjoy When You Put Your Policies in Writing. (Price 10c)

The Three Biggest "Problem Areas" in Sales Management, by J. O. Vance. (Price 10c)

THE Greater TWIN CITIES MARKET†

ST. PAUL AND MINNEAPOLIS

†The Twin Cities Metropolitan Area as defined by the 1950 U. S. Census

13th in Population*
the home of
1,107,366 persons
12th in Retail Sales**
\$1,263,527,000
spent here annually

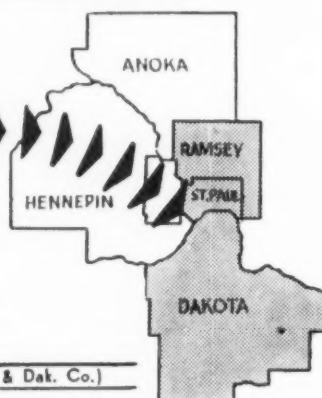
DIVIDES INTO

2 Distinct "Halves"

Ramsey and Dakota Counties form the

ST. PAUL "HALF"

The 404,000 persons in the St. Paul "Half" spend \$457,414,000 annually in retail sales and are reached ONLY by the ST. PAUL DISPATCH and PIONEER PRESS.



HOUSEHOLD COVERAGE (Ram. & Dak. Co.)

	M	E	S
DISPATCH-PIONEER PRESS	51.1%	85.1%	91.8%
OTHER TWIN CITIES DAILIES	3.2%	7.7%	19.6%

Source: Households, 1950 Census
Dispatch-Pioneer Press—A, B, C—12/31/52
Other T. C. Dailies—A, B, C—3/31/52

ST. PAUL
DISPATCH
A RIDDIE NEWSPAPER
PIONEER PRESS

Representatives
RIDDER-JOHNS, INC.

New York—Chicago
Detroit

San Francisco

Los Angeles—St. Paul
Minneapolis

*Metropolitan Market figures from the 1950 U. S. Census
**1948 Census Retail Trade

what SHOULD it cost an industrial manufacturer to get orders?

This summary of a recent study by the Sales Executives Club of New York can help you estimate what your costs should be.

Summary of Sales Executives Club survey of order costs

Questions	Average orders per 100 calls	Cost of 100 calls at \$17.24*	Average cost per order
In your opinion, out of every 100 cold calls made by your sales force, how many orders do you get?	9.2	\$1,724	\$187.39
In your opinion, out of every 100 calls made by following up an inquiry from your publication advertising, how many orders do you get?	16.0	\$1,724	\$107.75
In your opinion, out of every 100 calls made after your prospect or customer has studied your catalog and invited your salesman to call, how many orders do you get?	38.4	\$1,724	\$ 44.89

*\$17.24 . . . the average cost per sales call reported in the survey.

These averages tell the story—relatively low number of sales per 100 calls made *cold*; many more when calls are made on *ad leads*; and another big jump of sales per 100 calls made after the prospect has studied your *catalog*. Naturally, the cost per order goes down proportionately.

Despite the obvious importance of the role catalogs play in the reduction of order costs, there is no intention on the part of the Sales Executives Club, or Sweet's, to imply that catalogs are more important than advertising or personal selling. Good coordination of all three is essential to the reduction of order costs.

Sweet's is in the business of helping manufacturers' salesmen get more *invitations* to call. The Sweet's district manager near you will be glad to show you how 1,480 manufacturers use Sweet's services in this connection.

Or check the coupon for one or all of the free booklets which deal with the catalog proce-

dures that amplifies the power of industrial advertising and selling.

"The easier you make it for people to *buy* your products, the easier they are to *sell*!"



Sweet's Catalog Service

Division of F. W. Dodge Corporation

Designers, producers and distributors of manufacturers' catalogs for the industrial and construction markets.

Dept. 88, 119 West 40th Street, New York 18, New York

Atlanta • Boston • Buffalo • Chicago • Cincinnati • Cleveland
Dallas • Detroit • Los Angeles • Philadelphia • Pittsburgh
St. Louis • San Francisco

- ☐ Free booklet, "Some New Data on the Cost of Producing Orders in Industrial Markets" (from the Sales Executives Club study).
- ☐ Free booklet, "How to Improve Marketing Efficiency Through Improved Catalog Procedure."
- ☐ Free booklet, "The Need for Printed Product Information in Industrial Buying," summarizes one phase of the NIAA Study.
- ☐ Please have your district manager show me how industrial marketers get more orders through improved catalog procedure.

NAME _____
FIRM _____
STREET _____
CITY _____ ZONE _____ STATE _____



IN ORCHARDS . . . in fields, a salesman often lays the groundwork of a sale by showing the simplicity of Shur-Rane's working parts.



"Operation Rainfall": It's Strictly A Custom-Selling Job

An irrigation system may cost as little as \$1,000—or as much as a quarter million. If company, dealer, and buyer are all to profit, there must be careful pre-sale preparation, expert engineering, conscientious post-sale follow through.

An interview with JACK FOLTING
Sales Manager, Shur-Rane Dept.
John Bean Div., Food Machinery & Chemical Corp.

Farmers and orchardists who grow things for a living are always at the mercy of capricious Nature. No rainfall, or too little rainfall, or rainfall at the wrong time, means financial loss. The insurance is man-made and man-controlled irrigation.

This ever-present risk—and its solution—are the basis for the business operation of the John Bean Division of Food Machinery & Chemical Corp., San Jose, Cal., manufacturers of Shur-Rane Aluminum Portable Irrigation Systems. With the

easing of the metal situation, the company has increased sales 25% in each of the past two years.

Expert engineering, plenty of research, a strong dealer organization, efficient training, and custom-analysis of each prospect's growing problem are the big factors in the sales plan behind Shur-Rane's healthy growth.

Jack Folting, manager of the Shur-Rane department and a Shur-Rane-maker from way back, believes you can't sell a farm irrigation system as a packaged deal; each one must be

custom-engineered, custom-sold and individually serviced throughout its life. To high-pressure a farmer into buying a packaged deal in irrigation, often with the inducement of tempting-looking discounts, by-passing the dealer and leaving the farmer on his own with an incompletely engineered system and no means of servicing, is short-changing the farmer . . . and the company, too.

Folting observes: "Unless each prospect's irrigation problem, in fact, his whole crop situation, is thoroughly known before quotation, and the proposed system completely engineered for that farm—if quotations are given which do not outline a completely engineered and installed system—the farmer is fooled and so is the company." The Shur-Rane marketing program, he points out, is based on the completest possible information. It's a program which is giving this company some of the biggest jobs in the nation and a reputation for first rate engineering, research, and service.

The basis of any sound marketing plan is, of course, a sound product. Shur-Rane Portable Irrigation Sys-



SALES MANAGER FOLTING is primarily a field man. He spends the major part of his time counselling his strong dealer organization.

tems is presented as affording "maximum irrigation results with lower maintenance cost and less effort." Its "exclusive features" are listed as "finer valve design" . . . "non-cocking feature" . . . a "sturdy, lightweight coupler which is: leak-proof, self-flushing, . . . finest line-coupler available, . . . pipe easily inserted . . . precision-engineered . . . positive locking action."

On the market for close to 21 years, the product was taken over by the John Bean Division of FMC in late 1949. Short supplies of aluminum pipe have slowed production—and hence promotion—until recently, but the program is now in full swing. The marketing plan has been developing over the past several years.

Shur-Rane's potential customers are farmers, orchardists, vinyardists, cattlemen, anywhere in the world. The system is also of interest to contractors who need to lay temporary pipelines. Thus far, selling has been predominantly domestic, with the greatest effort concentrated in the western agricultural areas of large-scale cultivation.

The distributive set-up lays emphasis on a strong local dealer organization. Dealers are served by distributors or jobbers of farm equipment.

Set up to guide and aid distributor, dealer, and customer is Shur-Rane's own sales department made up of agricultural engineers. Seven of these

men, located in key agricultural areas, work with distributors and their men to familiarize them with the product and train them in the company's selling approach and follow-through. Shur-Rane field men also help distributors to set up dealers under their supervision. They assist on jobs where special problems are involved in the pre-selling research, or in the selling. And they "police" the point-of-purchase to assure company-approved selling practices and servicing. Another of their functions is to aid in the assembling of user-experience case histories which will aid in subsequent selling.

Plenty of Training

An important phase of the preparation of distributor and dealer personnel for selling Shur-Rane according to company plan is sales training. Sessions in the field, lasting two days or longer, are held when a distributor or dealer is taken on, when one of these expands his selling staff, when the company has something new to impart, and as refresher courses. If need be, one of the company's engineers is flown to the field for the instruction of the men taking the training. Heavily stressed is the importance of a fully engineered, completely installed job and accurate quotation of costs, and readiness for

complete service to the customer.

The company provides ample selling tools and aids: the Shur-Rane Manual which is a complete handbook on the product and its method of irrigation, versatility, and selling points; descriptive literature; mailing pieces; forms to guide salesmen in preselling research and the recording of necessary information; a direct-mail follow-through; advertising in publications going to farmers which the company considers the best coverage in the industry; advertising mats and point-of-purchase display material.

"But the most important and valuable selling tool we give our distributors and dealers," Folting says, "is our engineering help. The assurance that all the resources of our irrigation experts are available to his men in the field and to the prospect and customer is the most valuable aid we could possibly supply to the dealer." In the case of a difficult or a major installation, a John Bean Shur-Rane representative is always available to assist on the pre-selling and the engineering details.

The resources of the department's research group also are at the disposal of the dealers' personnel. This is kept constantly up-to-date. Folting says, "We consider it to be one of our prime jobs to educate the men who are selling our systems, in particular to keep them abreast of what is



Our business is wearing out salesmen's shoes!

■ Sales increases of 15%, 28%, 65%, 105%, 660%—often won in the face of industry or seasonal slumps—prove that Cappel, MacDonald specialists know how to create sales by increasing sales effort.

How is it done? By applying the concentrated power of all the *things a man wants most* to the solution of a given sales problem.

Every man wants *recognition* . . . wants to shine in the eyes of friends, family, associates.

Whatever his normal standard of living, every man *wants something extra* . . . some *luxury* he doesn't feel free to buy.

Every man has a *competitive spark* . . . a spark that bursts into driving energy once he's given a clear chance to excel.

When Cappel, MacDonald rolls all these motivations into one *merchandise incentive campaign*—every salesman worth the name will wear his shoes out trying to win.

We know what works—what to avoid! Cooperating since 1922 with the nation's top sales managers and

sales promotion managers, Cappel, MacDonald specialists have accumulated an invaluable fund of information which doesn't cost you a cent. We know how to spread campaign excitement throughout an organization. How to put wives and families to work as "assistant sales managers." How to power a sales drive with prizes that each man finds desirable and attainable. How to turn a sales campaign into the world's best refresher course . . . giving clients immediate profits on their investments plus a better-trained, harder-working, self-confident sales force.

Large business or small, if you have salesmen (or jobbers', or dealers' salesmen) you can profit from Cappel, MacDonald service. Why not ask us to prove that statement? Without cost or obligation, the nearest C-M office will provide detailed case histories, and work out specific suggestions showing how this powerful plan can be applied to your kind of business, your kind of sales problem.

Write today for a free copy of "The Incentive Story." There is no obligation, of course.

Cappel, MacDonald and Company

Originators of Merchandise Incentive Campaigns

127 S. LUDLOW ST., DAYTON 1, OHIO . . . Offices in Principal Cities

going on in the irrigation field. Making this possible, we believe we have one of the finest research groups in the industry, continuously working to provide useful information to those who are handling our product."

Let us see what a Shur-Rane sales representative has to work with as a result of this preparation and backing. He has half a dozen strong selling points. Condensed, they look like this:

1. To the company's knowledge, there has not been a Shur-Rane sprinkler system installed that has not shown increase in crop production.
2. Along with the increase goes consistently higher quality of crop.
3. The farmer is assured a saving of water—most vital in this age of falling water tables. The savings may run all the way from 15 to 75%, due to even distribution of the water and controlled irrigation.
4. Shur-Rane users can make hillside lands profitable. The system makes it possible to "rain" water on hillside land in even distribution. "With Shur-Rane you can farm any piece of land to which cultivation equipment can be brought."
5. More complete land usage is possible with Shur-Rane. There are many farms, ranches or orchards using furrow or flood irrigation methods which use 10% of the land in "checks" (for sending water across a field or in a given direction). In Arizona, 15% of the agricultural land is tied up in such "checks."
6. Increased harvests, higher mar-

'YONNE SAYS:—

WANNA TEST METROPOLITAN NEW YORK for PEANUTS



Don't take the chance of shooting your wad. . . . Test a typical section of Metropolitan New York before launching a full campaign.

Study the facts and you will find you can test a typical segment of Metropolitan NEW YORK, by testing BAYONNE for only 10c a line . . . just peanuts compared with any other media giving the complete concentrated coverage of THE BAYONNE TIMES.

"BAYONNE Cannot be Sold from the Outside"

THE BAYONNE TIMES

BAYONNE, NEW JERSEY

Nationally Represented By **BOGNER & MARTIN**

SALES MANAGEMENT



There is one outstanding medium in the busy Seattle market of 675,699 people (latest A.B.C. City Zone Population). Wise advertisers consistently include The Seattle Times on their "A" Schedules.



IN EVERY
MARKET
ONE
NEWSPAPER
IS

TOPS

IN SEATTLE
IT'S...

THE SEATTLE TIMES

SEATTLE'S ACCEPTED NEWSPAPER

Represented by O'Mara & Ormsbee, Inc. • New York • Detroit • Chicago • Los Angeles • San Francisco

NOVEMBER 1, 1953

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ketability of the prime crops, may mean returns to the farmer great enough to pay for a Shur-Rane system within two years.

Considering the cost of such a system, this last sales point is no mean argument. Foltg estimates that the average installation by his firm is between \$17,000 and \$20,000. The smallest installation costs about \$1,000. There are some in the \$1,000 to \$5,000 range. The largest may run to \$250,000.

These are not confined to areas of

seasonal drought where agriculture is totally dependent on irrigation. There is a good argument for Shur-Rane even where rainfall is normally adequate to produce a crop, as in New York State.

7. Crop insurance is the culminating argument for Shur-Rane to farmers anywhere. The farmer in New York State may insist: "I don't need mechanical irrigation. We have enough rain."

"But do you have it when you need it?" the Shur-Rane salesman

will ask. "Is it not wise crop insurance to equip yourself to supplement the natural rainfall to assure a quality crop? If you can come in with one inch of rain at the right time, don't you know from bitter experience what it will mean in the value of the resulting harvest . . . ?"

The Shur-Rane salesman is fond of reminding his prospects that no business man ever would consider putting in as much investment in equipment as a farmer does, sinking as much time and labor . . . and then sitting back and saying the equivalent of, "Rain on it, please," leaving it up to unpredictable weather to pay off his investment. Irrigation system investment is insurance on what has already been put into the enterprise, the farmer is reminded."

How Sales Are Made

According to Shur-Rane, selling an irrigation system is not just a question of convincing the farmer that he needs one, but of engineering.

Foltg explains, "We require that any system we install be engineered to the soil type, the crop, the weather of the area, the water supply, the labor supply, the topography, and other factors. Custom engineering is extremely important to the successful working of the system and so, in the long run, to our success. Such a system should *not* be sold as a packaged deal."

The Shur-Rane dealer salesmen (aided where need be by the manufacturer's field men) actually do not sell in the ordinary sense. With a marketing plan like the one being studied, its proponents suggest, "selling really takes care of itself." The contact with the farmer is made on the basis of studying his irrigation problems and presenting him with a solution. Two forms are employed in the pre-selling study. One is filled in by the prospect. It gives facts and figures on the land to be irrigated, available water supply, power available, and other pertinent data. The other is filled in by the salesman. It records engineering data and materials required for a system engineered to the farmer's needs. It provides the basis for drawings and for a cost quotation and, if the farmer desires it, a complete blueprint of the proposed installation.

Ordinarily, the salesman is expert enough to lay out a completely engineered system and to outline, for example, the exact amount of water to be used, the acreage that can be covered with so much "Shur-Rane-

3 Shining Reasons why this can be the brightest spot on your sales map this winter ...and all year long

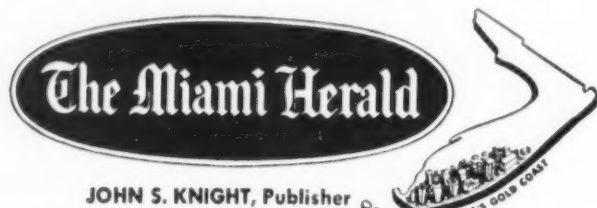
1 Florida's Gold Coast is a bonus market that'll be jammed with 1½ million tourists this winter — and more than 3 million during the year!

2 It's a billion-dollar market with over 900,000 thriving residents.

3 It's a low-cost market that's ALL yours through the blanket coverage of The Miami Herald.



Get the sales-building facts from your SB&F man, today.



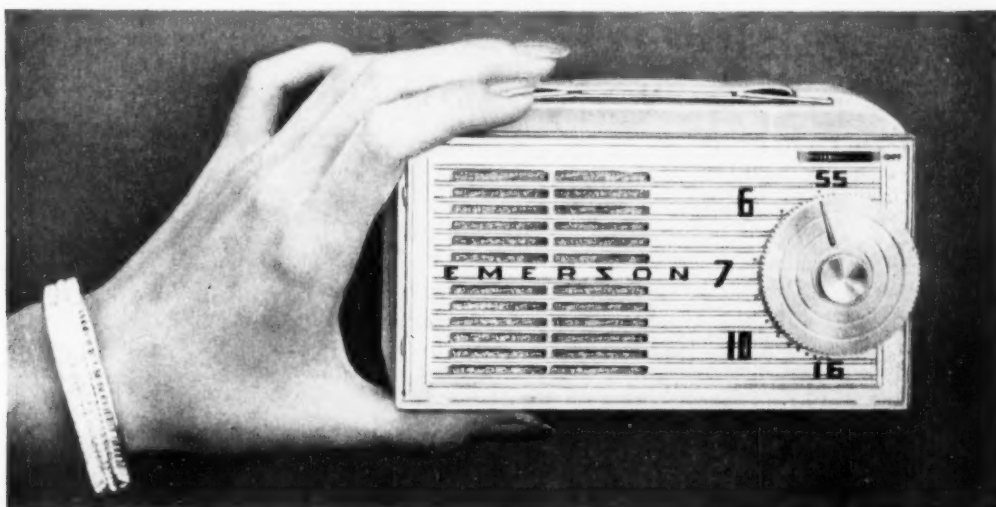
JOHN S. KNIGHT, Publisher

STORY, BROOKS & FINLEY, National Representatives • Affiliated Stations — WQAM, WQAM-FM

MARK CROSS

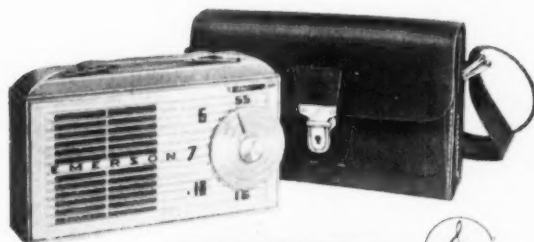


LET MARK CROSS TAKE CARE OF
YOUR QUANTITY GIFT ORDERS WITH
THE WORLD'S TINIEST PORTABLE RADIO



6" wide, 1 1/4" deep.

IN A MARK CROSS LEATHER CASE
WRITE US ABOUT QUANTITY PURCHASES



Mark Cross has a simple but wonderful answer for your annual gift list. The fabulous little Emerson pocket portable radio in a Mark Cross leather carrying case is the one gift that's perfect for everybody. It's a midget miracle of engineering precision — with an amazingly full, clear tone.

Mark Cross is an expert at arranging quantity gift orders. Just give us the word and we take care of the rest. The radio cases will be marked in gold, with individual initials, gift wrapped (in the famous Mark Cross package), and will be shipped by Mark Cross to each designated recipient.

Price: Radio \$40. With Hide Case \$45.
With Pigskin Case \$47.50 (less quantity discount).

MARK CROSS, FIFTH AVE. AT 55TH, NEW YORK 22

Oklahoma City High In U.S. Building Totals

Oklahoma City ranked 14th in building activity among cities of the United States for the first four months of the year according to building permit evaluations. He says he is through with it really safe fashion investment.

Oklahoma Leads South In Urban Construction

Eight of the 14 southern states and the District of Columbia reported increases of from one percent in Texas to the 44 percent chalked up by Oklahoma. Decreases were noted in five of the remaining states ranging from 5 percent to the 12 percent.

Business Building Paces City Boom

A steady improvement in Oklahoma City's industrial development picture over the past six months with construction of \$32,158,000 in new plants, offices, and warehouse facilities was reported to directors of the chamber of commerce by Paul Strasbaugh, manager of the chamber's industrial division. In his report Strasbaugh listed expansion of established manufacturing concerns totaling \$8,744,500. Twenty-eight concerns were in this group. He said.



A Big Market, Always Growing Bigger!

During and since the war, Oklahoma has shared in the great industrial growth of the South and Southwest. Hundreds of new industries have come to Oklahoma, and they're still coming.

During the first six months of this year, more than \$32,000,000 has been spent in Oklahoma City for building new industrial and manufacturing plants, or for expanding ones already in existence. Since the first of the year, 24 new plants have come to Oklahoma City, with many more scheduled to open the last six months of the year.

These developments are being made because hard-headed industrialists see profit-making opportunities in Oklahoma. And as new

industries are established and old industries expand, it means increasing employment, increasing home building, increasing consumer needs,

increasing sales of everything from toothpaste to automobiles.

The Oklahoman and Times have been a part of this growth. They've promoted it. They've kept pace with it. Today, if you want to introduce a new product in this market, or promote an old one, they're still the mediums that reach more people, day in and day out, than any other medium. They're the big mediums you need in this big, growing market.

More Sunday Readers
Than Any Newspaper
In the Big Southwest!

THE DAILY OKLAHOMAN

OKLAHOMA CITY TIMES

The Oklahoma Publishing Co. • The Farmer-Stockman
WKY Radio • WKY-TV • Represented by The Katz Agency, Inc.

fall" in a given period of time, cost of operation (including power, labor), maintenance costs, and obsolescence. He can give a good idea of water savings over previous usage and approximate profit gains due to improved and increased crops.

The salesman's fact-gathering has been thorough so that when a final quotation is given it covers everything. The dealer, the distributor and the company are protected for, without this pre-selling research, Folting points out, manufacturers cannot know themselves how much a system should cost. Insufficient advance data, careless estimating or attempts to make a sale by shaving price, offering unwarranted discounts, all in the long run penalize both customer and seller.

"You can give away only so much, either through competitive over-eagerness or lack of factual information on the job," Folting declares, "without ultimately short-changing the farmer (with respect to the installation itself and later servicing) and the company, which must be in a position to plow a certain amount of its profits back into research and services which ultimately benefit the farmer."

Keeps 'Em Alive

Every prospect is kept alive for at least a year and the dealer provided with whatever aid will help turn the prospect into a sale. A direct-mail program, handled by the company's sales department or through the dealer, is one important phase of follow-up. This includes letters, blotters, brochures, an 8-page illustrated piece ("Irrigate Nature's Way with Life-Giving Rain") giving case histories and photographs of actual operations.

After a sale and the completion of the installation a technical man from the dealer organization instructs the farmer and his workmen in the operation of the system.

From time to time thereafter the dealer's salesman will visit the installation to make sure that it is working right and in a manner to give the farmer all its potential for good. Such return visits may also turn up material for experience testimonials and case histories.

The company has averaged pretty close to a 25% sales increase on Shur-Rane installations during each of the past two years.

"But not the least important," says Folting, "we have been able to bring about more benefits to our distributor and dealer organizations as a result of this plan—and it is on that foundation that we grow."

Better See H&D!



H&D

HINDE & DAUCH

PACKAGING AND MILL

"...don't include us as subscribing to uncertainty and pessimism..."

A special report from advertisers and agencies on plans for 1954. Majority report: increased advertising budgets.

If individual and corporate consumers cut down on their buying in the first quarter of 1954 it will not be because they haven't been invited to buy.

An exclusive SALES MANAGEMENT survey among leading advertisers and advertising agencies indicates that advertising budgets will be increased by a majority of advertisers. The rate of increase would seem to add up to approximately 10%, but it is still too early to predict the exact degree of gain.

Ben Fairless, chairman of the board of United States Steel, said in a Detroit speech a month ago that we could talk ourselves into a depression. Deep advertising cuts would help to turn a mild recession into a depression—but no such retrenchment is indicated.

Top officers in 50 of the largest advertising agencies were asked for a statement on the first quarter 1954 outlook, based upon commitments and indicated intentions of their clients.

As we go to press with this issue, 21 have responded and almost without exception the forecasts show increases for the first quarter of 1954, on balance, for advertisers served by these agencies in the first quarter of 1953. Respondents were asked to answer the question for such clients only, so that estimates would not be distorted by the planned expenditures of new clients.

Leading national advertisers were asked the same question a few days ago and the returns at this time are fragmentary—but optimistic. In this issue we will quote both agencies and advertisers on returns to date and the story will be rounded out with later returns in the November 10 issue.

N. W. Ayer & Son, Philadelphia: Richard P. Powell, vice-president, says, "In general and on the basis of present plans it looks as though our total billing for our clients for the first quarter of 1954 will be increased over the same period of 1953. This will represent increases by some clients, cuts by others, and main-

tenance of budgets by others. . . . Please don't include us as subscribing to any 'wave of uncertainty and pessimism.' As always, business faces problems, but we see no indication that business will fail to solve these problems at least as effectively as in the past."

Batten, Barton, Durstine & Osborn, Inc., New York: Fred B. Manchec, executive vice-president, says: "There is a possibility of a leveling-off in business, although a check of a score of our agency's largest accounts shows an estimated increase of close to 10% for the first quarter of 1954 over the first quarter of this year. There seems little doubt that there is tougher selling ahead—in fact most companies will be facing the severest test of selling ability in many long years."

The Buchen Co., Chicago: John M. McDonald, vice-president, thinks it is still early for any firm estimate of billing for the year since most of their clients are still in the position of analyzing and studying plans for the new year but, "considering those clients who have already approved their appropriations, plus the probable action of the others, we believe that an increase of about 5% over 1953 will result. So far, a few clients have increased their appropriations sharply—in order to introduce new products—while two others have reduced sharply because of the serious curtailment of their markets. The great majority are remaining the same or increasing slightly."

Campbell-Ewald Co., Detroit: J. J. Hartigan, senior vice-president writes, "We are in the throes of presenting our recommendations for 1954 to our clients and are not at all certain at this time that we can make a definite commitment as to the final outcome of the appropriations. We do desire to go on record, however, that we are very optimistic about next year's business and as far as we can ascertain our clients are likewise."

Compton Advertising, Inc., New York: R. D. Holbrook, president, says, "It would not be possible for us to give you an estimate of first quarter budgets since many of our clients have not made up their budgets for next year and others are on a June to June fiscal year basis. . . . Our billing will be up in the first quarter of 1954 but the principal reason, so far as we can tell now, is because of new product introductions which increase expenditures as these products broaden their distribution."

Cockfield, Brown and Co., Ltd., Montreal: A. Archibald, secretary, wires SM: "Indications are appropriations will be maintained in 1954 with a few substantial increases."

Cunningham & Walsh, Inc., New York: John P. Cunningham, president, is most enthusiastic about the coming year. "We have about 30 clients here. Everyone of them whose budget has been approved for next year has increased it. In all the meetings which we have had with our clients there is no note of pessimism. Nor is there over-confidence. Nor is there over-caution. Without exception their quotas and advertising budgets are up. The ones which have not yet been approved we have every reason to believe will be generally increased. . . . Apparently the businessmen of this country are facing the possibility of a slight recession with more confidence in advertising than they have ever had before. They are going into 1954 with their eyes open and their fists up. They are going in fighting."

Darcy Advertising Co., St. Louis: J. F. Oberwinder, president, wires: "Based upon present situation as to both commitments and client intentions, it would appear that our business for the first quarter of next year would show an increase of approximately 15 percent. It might reach 20%. Several of our largest accounts have planned or are planning larger appropriations."

Doherty, Clifford, Steers & Shenfield, Inc., New York: Donald K. Clifford, president, says, "In general our clients are aggressively going after additional business and almost without exception advertising appropriations are higher for the first quarter of 1954."

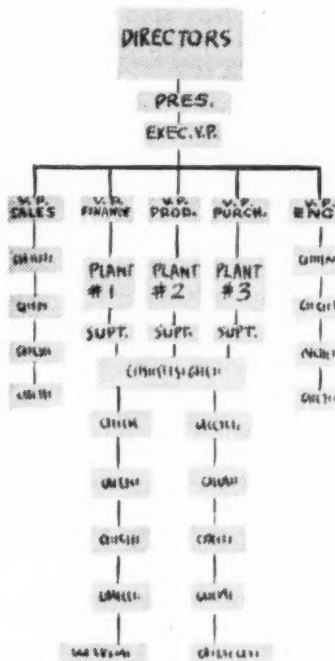


When one man
ran the company...

...communication
was a cinch

You walked in to see him—told him your story—and his "yes" or "no" decided things in a hurry.

That was before the days of mass production. Now the man at the roll top desk is only a memory... and a dusty one at that. His counterpart today is the management chart—indicative of the group that participates in running a plant.



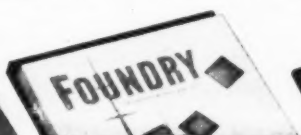
*here's why
communication
is a
problem
today!*

Decisions are made and influenced at many different points in this complicated structure of management, production, engineering, sales and purchasing men. Limited time reduces the salesman's direct communication to a few so-called key men in each company.

That brings up a problem that concerns alert management in every company. How to increase the effectiveness of those important and expensive personal sales calls—and how to communicate regularly with the behind-the-scenes influences who have a part in each "yes" or "no."

Mass-communication intelligently and adequately used is the answer. Your advertising agency is experienced in the methods of mass-communication to industry. Check with them to make sure you are reaching *all* the functions with a voice in the selection of *your* products. Check, too, to make sure that your advertising job has kept pace with the tremendous growth of the markets you are trying to sell. We'll be glad to help, too, with market and coverage data on any of our publications, based on Penton's Continuing Census.

THE **PENTON** PUBLISHING
COMPANY
PENTON BUILDING • CLEVELAND 13, OHIO



Erwin, Wasey & Company, Inc., New York: H. D. Williams, president, writes: "We believe that our clients will strengthen and intensify their advertising efforts commensurate with the principles of good business."

Foote, Cone & Belding, Chicago: Fairfax M. Cone, president, writes: "The over-all average of our clients' planned expenditures for advertising in first quarter 1954 is 13% higher than this year. Some increases are considerably more than this. Some a little less. Only one that I know of plans a decrease from 1953 level."

Albert Frank-Guenther Law, Inc., New York: Frank J. Reynolds, president, says that he isn't a soothsayer, "but from all indications, I firmly believe that our volume of business for the first quarter of next year will be up at least 10% over the same period this year. Reflecting our clients' opinions, I know they are taking into consideration what has occurred since the change of government namely, the government's withdrawal from competition with private enterprise. There is a real challenge of opportunity for business with plenty of enterprise and salesmanship."

Grant Advertising, Inc., Chicago: Will C. Grant, president, telegraphs: "We estimate ad expenditures of our present clients first quarter next year will be up approximately 15% over same period this year. Some samples are Florists Telegraph Delivery Assn., whose increase is automatic due to comparable current increase in volume business. Same true of National Airlines, Folger Coffee, Chrysler Airtemp and Dodge Motor Cars."

Kudner Agency, Inc., New York: J. H. S. Ellis, president, writes: "Our clients foresee good business ahead and are now planning on making commitments for advertising programs accordingly. I recall that, at the beginning of this year, many forecasters were predicting bad times which never developed. In fact, by their own indices, we seem to be having the best year in history even though buying is selective. I see no reason to fear the outlook for 1954."

Bozell & Jacobs, Inc., Omaha: Morris E. Jacobs anticipates that 1954 billings will exceed 1953 expenditures for the same clients. "Our planning for 1954, and more specifically for the first quarter of that year, is based on increased budgets for most of our major accounts. As a matter of fact, several of our

clients are presently engaged in plant expansion programs which will increase their productive capacity and require greater advertising expenditures. Although we anticipate increasingly competitive markets, we feel that aggressive advertising, merchandising and selling will result in maintenance of high sales volume."

Ruthrauff & Ryan, Inc., New York: F. B. Ryan, Jr., president, looks forward to a definite increase in the first quarter of 1954. He attributes the increase in expenditures "mainly to plans for expanding existing markets and the introduction of new products by our clients."

Russel M. Seeds Co., Inc., Chicago: George Bayard, executive vice-president, says the billing of their agency in the first quarter of 1954 will exceed that of the same period of 1953 by a whopping 40% but that part of this increase is due to new business. "On the basis of increased budgets for old clients only, billings probably will run about 23% greater than for the same period in 1953. Actually, six of our major clients have substantially increased budgets and in no case do we have a client who is anticipating cutting budgets at this time."

Sullivan, Stauffer, Colwell & Bayles, Inc., New York: Raymond F. Sullivan, president, tells SM that every client of that agency plans a larger advertising expenditure for the first quarter of 1954 than for the first quarter of 1953.

Warwick & Legler, Inc., New York: H. Paul Warwick, president, says: "Our clients' first quarter appropriations next year up from 5 to 15%."

William H. Weintraub & Co., Inc., New York: W. H. Weintraub, president, says it is impossible to forecast exact advertising expenditures but "it is quite evident at the present time that billings for the first quarter of 1954 will be in excess of the same clients' expenditures for the same period of 1953. This, I believe, is because our clients recognize the probable need for more intensive selling in 1954."

Young & Rubicam, Inc., New York: Ken Dyke, vice-president, believes that it is too early to make an exact forecast but he did express "cautious optimism" about next year's plans. "Commitments may be delayed pending consideration of year-end profits and the implications of the discontinuance of the excess profits tax."

The head of a large Chicago agency specializing in consumer accounts does not wish to be quoted directly but wires, "exclusive of new accounts or new products of present accounts, our estimate of billing for first quarter next year runs equal to this year's."

The estimates of these agencies quoted above represent cumulative commitments and intentions of some 300 national advertisers.

But what about the advertisers themselves? What do they say about plans for 1954, especially for the first quarter?

What Heinz Says

In the food field: Arthur Dimond, advertising manager, spokesman for the H. J. Heinz Co., says of the first quarter of 1954: "It happens to be the final quarter of the current fiscal year for us and we can assure you that we are planning no retrenchment for the period in question. Plans and budgets for the fiscal year beginning May 1, 1954, have not as yet been made." . . . A large packer of meat and related products says, "Our plans for 1954 call for a substantial expansion of advertising activities. This varies widely from product to product, since we are in so many diversified fields. However, on an over-all company basis I estimate that our advertising expenditures will be approximately 25% above the 1953 level." . . . H. L. Webster, vice-president, the Wm. Wrigley, Jr. Co., Chicago, says, "We work very close with our advertising plans and therefore we would not have anything to give you as far ahead as next year. However, we really do not look forward to a recession and certainly do not look forward to a reduction of our advertising expenditures." . . . An eastern maker of confectionery says both of the first quarter and the entire year, 1954, that advertising expenditures will be about the same.

In the home furnishings field, subscriber G. C. Denebrink, vice-president for Sales, C. H. Masland & Sons, Carlisle, Pa., writes: "Our company contemplates no reduction in our advertising budget for the coming year. Management has already given its approval to a 1954 advertising budget for the same amount as established for 1953." . . . Another eastern manufacturer of floor covering materials does not wish to be identified but says, "Our advertising plans for all of next year contemplate substantially the same amount of advertising as we have done in 1953."

In the appliance field, an eastern maker of radio and TV sets writes,

"Our advertising expenditures for 1953 far exceed any previous year in this company's history and all divisions of our company will show a substantial increase in both sales and profits during 1953, with the over-all company volume exceeding any previous year, which accounts for an increase in our advertising budget. Looking forward to 1954, we expect to continue our expansion program in all divisions and it should amount to an approximate 15% increase in sales volumes. Based on this anticipated volume increase, we expect the approval of a budget for advertising which will be approximately 15% greater than last year. There is every reason to believe that our first quarter advertising budget will be *considerably* higher than 1953 for the Radio-TV division."

What About E.P.T.?

A midwestern manufacturer of electronic equipment, including radio and TV sets, says, "Our plans are for as high, or moderately higher, expenditures in advertising to maintain the flow of goods and our position in the industry for 1954. . . . However, looking around among all manufacturers you will find, because of excess profits, there has been some very loose advertising expenditure. With the excess profits tax no longer being with us in 1954, I think you can expect to see some reductions in total advertising expenditures. In most cases, it is the writer's opinion that this will not be a material reduction but in the over-all should represent 10 to 15%."

The vice-president in charge of sales of one of the leading automobile companies hasn't prepared a final budget for 1954 but believes that it will be at the same levels as 1953, while one of the largest makers and fabricators of metals says, "Our advertising budget is now being prepared but will not be finally approved until early December. However, the budget we are submitting will be moderately higher than our 1953 appropriation by about 10%."

In the transportation field, H. W. Kramer, advertising manager, Cunard Lines, New York, says, "We look for no important change in our advertising expenditures for 1954," and the spokesman for one of the major airlines says that the 1954 budget as approved will be "about the same as for 1953."

This round up of estimates and definite commitments, as reported by leading advertisers and advertising agencies, will be continued in the November 10 issue.

NOVEMBER 1, 1953

Moving?  Call...
Your ALLIED agent



**no.1 specialist
in long-distance moving!**



(packing and storage, too!)



Safe, convenient storage in modern warehouse facilities are offered by all Allied Agents throughout the U.S.A. and Canada. This assures full protection for your valued possessions until you need them.



FREE Booklet to help you plan your next move. Get your copy of "Before You Move" from your local Allied Agent. See classified telephone directory. Or write Allied Van Lines, Inc., Broadview, Ill.

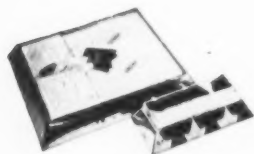
GAIR CARTONS

give prominent display

on shelves...on counters...in windows....



Your product may get preferred store-display during brief sales promotion campaigns, but most of the time it must face competition without such help. That's where Gair comes in.



Perhaps your package could use a new, dramatic design to step up eye appeal and stimulate sales... a standout like the Kent Cigarette carton made of sparkling foil. Or you may want your product displayed, like Martex towels, in a protective, see-through covering of rigid Plastafol. Or maybe yours should be a carton beautifully printed by gravure... the choice for Myers's Rum.



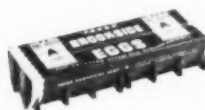
These Gair specialties — and Gair-designed folding cartons for practically every other type of product — shout out to the shopper from crowded shelves, counters and windows. They're package-sized point of purchase displays.



Your package, too, in these days of increasing sales competition, needs the kind of thinking, research and competent advice which Gair gives. And this preliminary work is backed up with the facilities needed to handle your job properly through re-run after re-run.

Write and ask how Gair can design and produce a carton that will help you get more prominent SHELF, COUNTER and WINDOW display.

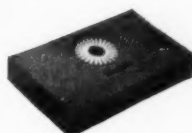
ROBERT GAIR COMPANY, INC.
155 EAST 44th STREET, NEW YORK 17





GAIR

FOLDING CARTONS
SHIPPING CONTAINERS
PAPERBOARD



NOVEMBER 1, 1953

57



THERE WAS NO MYSTERY about the location of the garbage dump in Wewoka, Okla., before a Drott-IHC salesman sold a landfill tractor outfit to city fathers. Now all garbage is hauled to gullied farmlands on the city outskirts and buried.



MARVIN SIMONSON, who carts away the trash and garbage in Oneonta, N. Y., eliminated lots of complaints by land filling.

"Related Item" Promotion Pays off For IHC and Drott

International Harvester has the tractors and Drott has Bullclam shovels. They teamed up, budgeted \$14,000 for promotion, and booked \$454,190 worth of orders as a result. Their market: municipalities with a garbage problem.

The Drott Bullclam needs International Harvester crawler tractors to give it motive power; in turn, the tractors need the Bullclams to do certain jobs. Why not team up and advertise—consistently and sensibly—in the same space and in the right media?

Drott Manufacturing Corp., Milwaukee, and International Harvester Co., Chicago, did just that, with these happy results:

1. The cooperative advertising program, prepared by Leo Burnett Company, Inc., Chicago, helped produce sales amounting to 30 times the cost of the year's advertising budget.
2. Established Drott-Harvester equipment as leaders in the field of "sanitary land fill" against aggres-

sive competitors who wanted an "in" on this new market.

3. The campaign won a 1952 "Topper" award at the National Industrial Advertisers Association convention last summer.

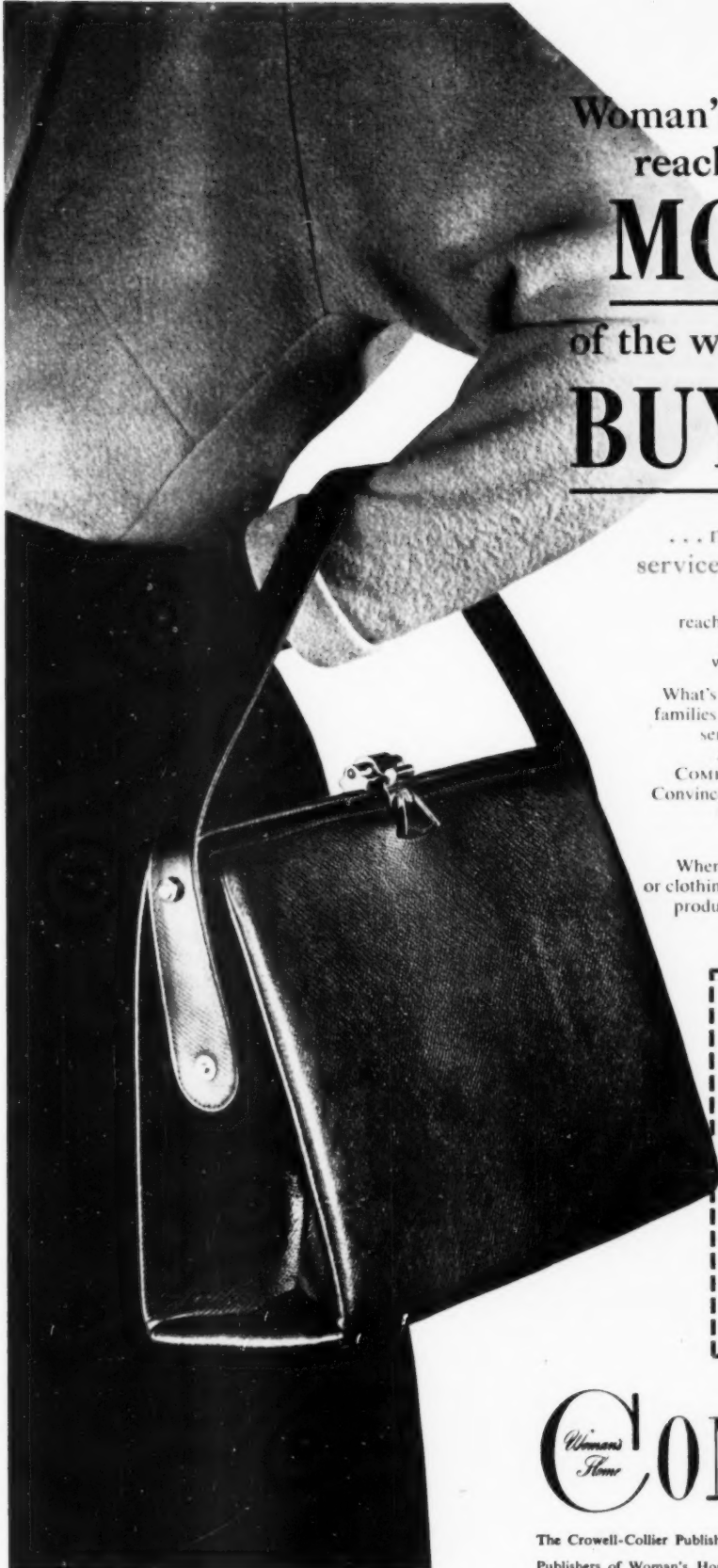
The campaign was budgeted at less than \$14,000, but is credited with direct sales leads resulting in the sale of \$454,190 of Harvester and Drott equipment by I-H Industrial Power distributors during the year.

The market was (and is) municipalities encountering serious problems in the disposal of garbage and refuse. Harvester's crawler tractors fitted with a Bullclam made by Drott constitute a "one-man sanitation squad," enabling municipalities to get rid of garbage and other waste through the new sanitary landfill method of elim-

inating city dumps. One of the main objectives of the campaign was to sell the landfill method as an improved means of disposal with many advantages over the traditional incinerator process.

Since the sanitary landfill method was relatively new yet spectacularly successful for those cities where it had been pioneered, it was decided to use case histories for their news value in meeting the objectives. This plan helped to dispel the old idea that the development of new markets for high-unit-cost industrial equipment must necessarily be an expensive proposition. These actual case histories described in an interesting manner how *inexpensive* it can be both for the manufacturer and the customer.

Considerable research was done by Drott and Harvester before the advertising copy was written. Details were carefully checked in each instance with municipal officials. Cost and performance data were obtained to support the economics of the method and equipment. One salient fact came out of each case and became



Woman's Home Companion
reaches

MORE of the women who BUY MOST

... more than any other women's
service magazine, any shelter book!

Your ad in the WOMAN'S HOME COMPANION
reaches more women between 18 and 35—the women
who *need most and buy most*—than in any other
women's service magazine, or any shelter book*.

What's more, the COMPANION serves *larger families*...
families with more children... than any other women's
service magazine, according to Stewart, Dougall &
Associates. Home-and-family product ads in the
COMPANION reach the mothers of 4,366,720 children.
Convince a COMPANION-reading mother and you've sold
the "purchasing agent" of the *largest consuming*
unit delivered by any book in the field.

When it comes to food... or appliances, or toiletries,
or clothing, or home furnishing, or *any* home-and-family
product... there's no better book, *no better buy* than
WOMAN'S HOME COMPANION.

***HERE ARE THE FIGURES**

— from the latest Starch Consumer Magazine
Report, based on a national area probability sample.

Percent of total women readers 18-35

COMPANION 45.8%
Shelter Mag. B 40.0
Service Mag. C 39.9
Service Mag. D 39.6
Service Mag. E 37.9
Shelter Mag. F 34.7

Woman's Home **COMPANION**

The Crowell-Collier Publishing Company, 640 Fifth Avenue, New York 19, N. Y. —
Publishers of Woman's Home Companion, Collier's, The American Magazine.

New Guide to Radio Response in Pacific Northwest



KEX MAIL MAP

Here's a map that tells you not only where the listeners are, but also where they're influenced to **act!**

Based on 100,000 pieces of mail received at KEX, Oregon's most powerful station, this new map provides information never before available to advertisers interested in the big Pacific Northwest market. Check the map against **your** sales figures and you'll uncover new prospects whose response to KEX programs is a matter of record. For details, get in touch with KEX or Free & Peters.

KEX

PORTLAND, ORE.
50,000 WATTS
ABC AFFILIATE

WESTINGHOUSE

RADIO STATIONS Inc

WBZ • WBZA • KYW • KDKA

WOWO • KEX • WBZ-TV • WPTZ

National Representatives, Free & Peters,

except for TV, for WBZ-TV and WPTZ.

NBC Spot Sales

the campaign theme: *community benefit* to the cities which bought the equipment and used the landfill method.

Emphasis was placed on the disappearance of rats, flies and smoking incinerator chimneys, and the appearance on the old dumpsite of playgrounds, factory sites, housing projects and airports—worthless land transformed into an asset for its owners, with new sources of tax revenue for city governments.

Over the year, these case histories were told in six, two-color spreads. Each advertisement had a news approach. News headlines: "How to Build a Playground"; "Factory Sites From a City Dump"; "Creates Wealth From Waste."

Publications to carry the campaign were chosen because they reached those city officials who could directly influence the decision to buy. *Western City*, *Public Works Magazine* and *The American City* were selected, affording each advertisement a total circulation of 41,763, and only a small segment of this audience could be considered actively in the market for the equipment. It is clear from the results that a large percentage of potential buyers was reached.

Results were succinctly stated in a letter from R. C. Reynolds, then advertising manager of Drott, to W. H. Kuhlman, general supervisor of Industrial Power advertising for International Harvester:

They Wanted More Info

"In 1952, as a result of these ads, we received 458 requests for additional information. This compares to 59 inquiries during the first six months of 1949 and an average of 195 inquiries in each of the years 1950 and 1951.

"We followed through on every one of these leads by notifying the distributor, the salesman, and our own district representative. Sales of Drott equipment totalling \$163,150 can be traced directly to these inquiries."

Since every sale of Drott equipment required the sale of an International Harvester crawler tractor to power it, Harvester estimates sales totalling \$291,000 as its own results from this advertising.

C. F. Schroeder, sales manager of Drott, says that while it is "most difficult to measure the tangible results obtained, we do know, however, that we still get a tremendous number of inquiries requesting our booklets and literature on the Drott Bullclam Shovel method of sanitary fill."

For Harvester, their advertising department states that in the entire advertising history of the company they have never experienced a response such as that obtained from the International-Drott sanitary fill advertisements.

What's the follow-through for the Drott Corp.?

The Drott Bullclam is sold and serviced exclusively through the International Harvester industrial distributors organization. The Bullclam is sold directly to the distributor who, in turn, sells it together with the related crawler tractor to his customer.

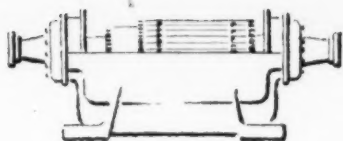
Sell the Method

In following through on leads gained from advertising, Drott district men will, in many cases, accompany the Harvester distributor's salesman when he calls on his prospects, which in the case of the Bullclam shovel will invariably be the public officials of a municipality. The Drott man's interest, naturally, is to sell the city fathers on the method of sanitary fill with the use of the Bullclam. The sale of the International Harvester tractor is automatic with the purchase of the Bullclam; the tractor is needed for the power, and the Bullclam is mounted on it to handle the job involved.

Because this is a specialized application, one that Drott representatives are well-trained in, the Harvester distributor finds it highly desirable to have one of the Drott men accompany his salesman when meeting with a city's governing body.

In addition to aiding Harvester distributors through counsel of Drott district men, the Milwaukee manufacturer carries on a wide-scale demonstration program in cooperation with Harvester distributors in various sections of the country. The U.S. Public Health Service and individual state health departments are vitally interested in the promotion of municipal sanitation and community health, and have sponsored sanitary fill demonstrations in many locations, sending out invitational letters or announcements to all public officials within a wide area of the demonstration.

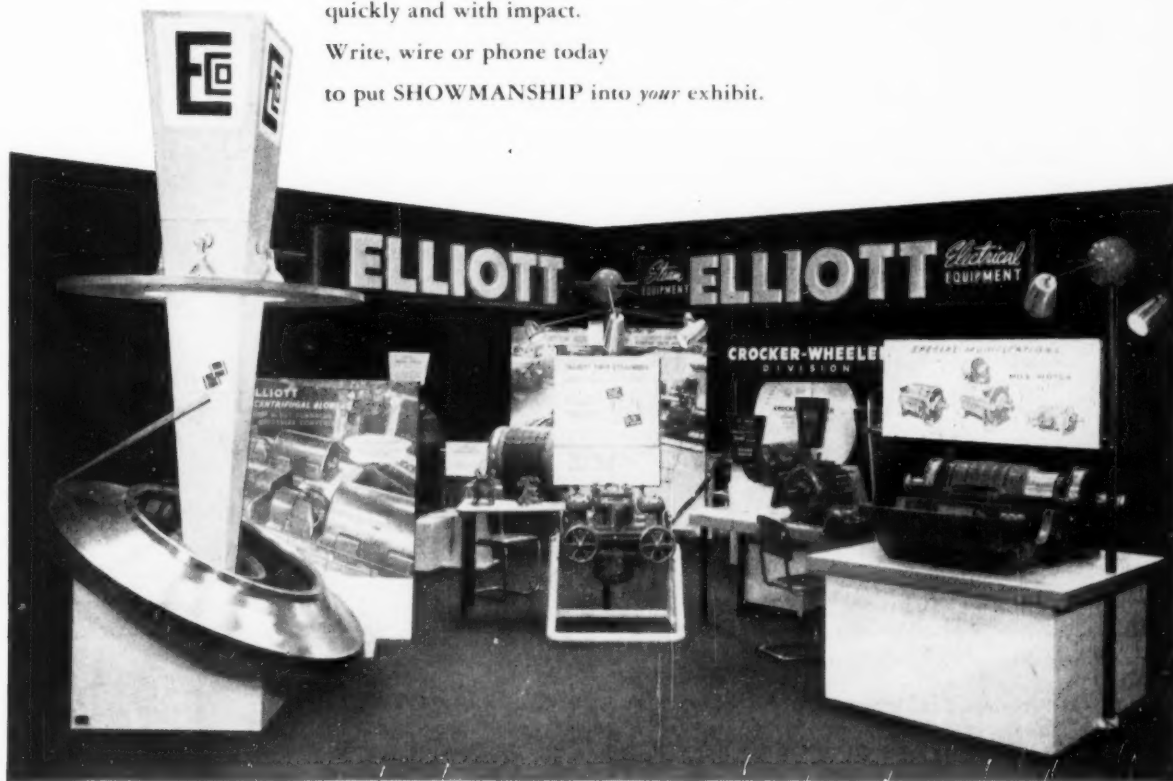
How is such an investment justified, ask public officials? Drott and Harvester men contend that sanitary fill has established itself as a much more economical and a more *complete* method of refuse disposal than any other method known. As compared to incineration, the cost of operation is about one third, and the



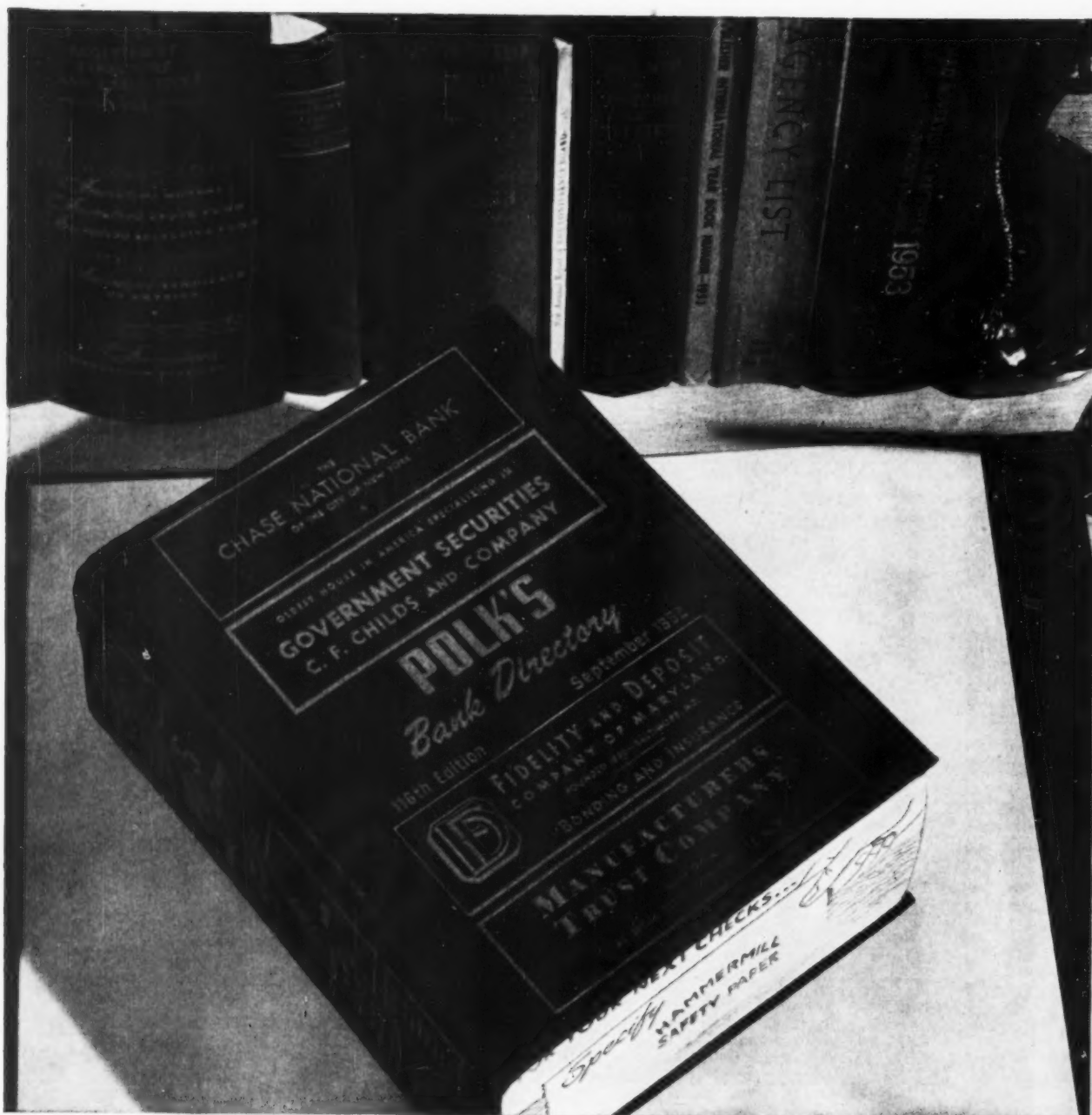
SHOWMANSHIP...

that sells!

All previous attendance records were shattered at the Iron and Steel Exposition held in Cleveland . . . and the Elliott Company made maximum use of this opportunity to tell their story. Graphic presentation combined with convincing demonstrations to impart technical information to showgoers quickly and with impact. Write, wire or phone today to put SHOWMANSHIP into *your* exhibit.



PITTSBURGH
477 Melwood St., Pittsburgh 13, Pa., MAYflower 1-9443
NEW YORK
516 Fifth Avenue, New York 36, N.Y., VAnderbilt 6-2621
CHICAGO
1937 W. Hastings St., Chicago 8, Ill., TAYlor 9-6600
DETROIT
810 Book Tower Bldg., Detroit 26, Mich., WOdward 2-3557



BANKING EXECUTIVES MAKE A GOOD JURY...

to judge "usefulness" and "confidence." They're active in all kinds of business and community affairs, and have to know what their important customers are thinking and doing (and reading). Here's how they voted on the six major news and management magazines, in a poll of the executive officers of the 300 largest commercial banks in the U.S. as listed in Polk's Bank Directory:

"U.S. News & World Report" ranks first in "most confidence" — with 43% more votes than any other magazine.


"U.S. News & World Report" ranks first in "most useful" — with twice as many votes as any other magazine.

Similar surveys (with similar results) have been made among the following leaders of American thinking and decision: "Who's Who in Commerce and Industry," "Poor's Register of Directors & Executives," "Who's Who in America," Officers of all U.S. Life Insurance Companies, heads of all U.S. Class I Railroads, Directory of Official Washington, heads of biggest advertising agencies and advertisers, editors of all major daily newspapers.

America's Class

A MARKET NOT DUPLICATED BY ANY

SALES MANAGEMENT



SUCCESSFUL BUSINESSMEN ELECT THEIR FAVORITE MAGAZINE

Q.—*In which magazine do you place the most confidence?*

Q.—*Which magazine do you find most useful in your work?*

Study after study among the successful people in all kinds and all phases of business show that of the six news and management magazines, "U.S. NEWS & WORLD REPORT" consistently receives, by an impressively wide margin, the most votes as the magazine "most useful" to them, the magazine in which they have the "most confidence."

Your advertising in "U.S. NEWS & WORLD REPORT" gets the important attention of important people—people who have the responsibilities and income that give them a constant stake in the essential news. They comprise the 625,000 Very Important Purchasers of the nation—the market of approval for whatever you have to say or sell. Your advertising gets their *thoughtful* attention *at home*, where 80% of our subscriptions are mailed (and where family incomes average \$14,503—highest of all the news magazines).

For the research reports on how these important groups read and rate the six major news and management magazines, call or write our advertising office at 30 Rockefeller Plaza, New York 20, N. Y. Other offices in Boston, Philadelphia, Cleveland, Detroit, Chicago, St. Louis, San Francisco, and Washington.

News Magazine

OTHER NEWS OR MANAGEMENT MAGAZINE



NOVEMBER 1, 1953



For sales, advertising presentations. Opens quickly for desk-top use. Very compact. Easy to carry. Folds flat. Each clear plastic envelope takes two presentation sheets back to back. Ideal for fast-moving, straight-to-eye sales story. Very economical.

Call or write for salesman
... descriptive folder

MANAGEMENT looks
to the **ACCOUNTANT**

... for advice in the
area of record-keeping,
reporting, insurance and
finance.

initial investment about one tenth.

A convincing sales tool is a 32-page book, "Defender of Community Health," published by Drott and carried by Drott and Harvester's men. In this book the prospect can see an impressive array of "before" and "after" pictures showing what other municipalities have done to eliminate their infestious city dumps, plus planographed letters from city officials.

Following through on an inquiry, the Harvester-Drott distributor in Cheyenne, Wyo., sold a "one-man cleanup gang" to his city officials. H. R. Wilson, head of Wilson Equipment Co. Cheyenne, received this letter within a few months from Robert Adams, Commissioner of Public Improvements:

"I want to take this opportunity to tell you that, thanks to the Drott Bulleclam machine that you sold us, Cheyenne has a sanitary fill dump equal to the best I have observed. . . . Your machine enables us to service 26 trucks that make an average of three trips per truck. Each truck carries a load of approximately two cubic yards on each trip, or approximately 156 cubic yards are dumped and covered daily."

Adams then volunteered a punch line that makes a new prospect sit up and take notice: "Our primary purpose in the purchase of this machine was to eradicate the rats that

thrived on the food made available by the open dump. We estimate that we have eliminated between 15 and 20,000 rats. In addition, we have eliminated all fire hazard and smoke nuisance connected with the former open dump. I feel that in a few years, by continuing the fill we will have a site available for industrial use."

Justifying the investment? B. C. Jordan, Jr., City Engineer of Natchez, Miss., says: "We are now taking care of more than four times as much trash at the fill as previously at the incinerator at less cost. At the end of a day's filling and covering there isn't a piece of paper visible to indicate that this is a trash dump. The Navy is planning to build an armory within 300 feet of the fill."

Cities from 4,000 up to 30,000 population average from six to 60 tons of refuse a day, Drott has found. The city of 30,000 requires but one Harvester-Drott unit handling two yards of refuse at a time in the shovel. Working an 8-hour day, operating rate per hour would total \$3.85 (\$1.75 to the operator, \$2.10 equipment cost). Total cost per day would be \$38.80, which means that a city can bury its refuse for 64c per ton.

The program provided the marrow for Drott's unabashed, plain fact slogan: "When it comes to sanitary fill, more cities use the Drott Bulleclam Shovel than any other type of equipment!"



HOLIDAY WRAPPING suggests that fix-it tools make practical Christmas gifts. Fayette R. Plumb, Inc., Philadelphia, believes holiday wrappers on tool handles will spark gift sales in "the usually drab" hardware stores. Handles are wrapped with striped gold and red printed foil, bordered by red and green holly. Wrap designed by Milprint, Inc., Milwaukee, Wis.



*Appetizing color
beckons "Help Yourself"*

Smerghard at the KUNGSHOLM, Chicago



THE UNITED STATES PRINTING
AND LITHOGRAPH COMPANY

EXECUTIVE OFFICES: Cincinnati 12, Ohio



The proud papa is B. F. Michtom, Chairman of Ideal Toy Corporation, but . . .

Do you recognize his famous family?

They're all celebrities except the happy "father"! He's B. F. Michtom, who built a \$25,000,000 business promoting "character" dolls inspired by famous personalities. He's holding Saucy Walker and Harriet Hubbard Ayer. The others are Mary Hartline, the Toni Doll, Shirley Temple, and Smokey Bear, protégé of the U. S. Forest Service.

"Real-life stars create plenty of excitement when they appear at famous stores," says B. F. Michtom. "But to cash in, we have to get the dolls on the counter *on time*. We call Air Express. Frantic telegrams come in: 'Sold out. 1,000 kids in store. Send

more dolls!' We keep both kids and stores happy — we call Air Express again!

"Stores need mat ads. They run out of autographed photos, Jr. Forest Ranger application cards and similar promotion materials. Air Express fills the gap fast.

"Nobody needs Air Express more than we. It's indispensable. Yet we pay no premium for this superior service. In fact, Air Express rates are *lowest of all* on most of our shipments."

It pays to express yourself clearly. Say Air Express! Division of Railway Express Agency.



Air Express



GETS THERE FIRST via U.S. Scheduled Airlines



Brown-Forman Tosses Big Market To Distributors in 3-D Sales Meetings

The three-dimension technique which has brought crowds to the movies is being applied to selling. With it, distiller of Old Forester sets hot pace for the Xmas promotion.

**Based on an interview by Lester B. Colby with
GEORGE GARVIN BROWN • President
Brown-Forman Distillers Corp.**

Brown-Forman Distillers Corp., Louisville, held 13 distributors meetings, coast-to-coast, starting August 28 and ending October 2, to introduce its fall and holiday packaging. The presentation was built around the first 3-D motion picture produced by the liquor industry and one of the first, if not the first, produced by any American industry. Two teams went on the road, each carrying a professional cast of actors plus selected executives of the company and technicians. The executives participated actively in each program. The overall theme was "Sets the Pace."

This was chosen because Old Forester, as the story was developed, is the biggest seller in volume among

all bottled-in-bond whiskies regardless of price as of Brown-Forman's latest fiscal year, and Early Times is the leading straight whisky at or above its price. It was pointed out to the distributors that Brown-Forman also sets the pace in advertising, having allotted more than \$1,000,000 for the promotion of each of these brands during the coming year.

"Last year we estimated holiday season sales at what we thought at the time was a highly optimistic figure," says George Garvin Brown, president. "Actually sales were 50% ahead of that figure. We believe we could have sold about twice as much as our original estimate, but we ran out of glass and had to stop sales,

"We think we had the finest and the handsomest decanter in the entire industry last year to feature our Old Forester gift package. This year we searched for something better but couldn't find it. So we are repeating with the same decanter. In merchandising we always want something new so this year we have developed a 3-D decorama package for both Old Forester and Early Times and are confident these will be the sensation of the trade."

The Neiman-Marcus store, in Dallas, is famous as one of the world's leaders in fine packaging. Brown-Forman went to the Neiman-Marcus management for advice and assistance with view to developing the most outstanding package possible for the Old Forester holiday trade. They ended up by getting the services of Susan Crane, Neiman-Marcus designer. Strauss-Golman, also of Dallas and identified with Neiman-Marcus, produced the ornament.

The idea was to give the package third dimension to tie in with the 3-D motion picture. The ornament is in the shape of a shield, orchid in color, and dotted with gold stars. It is rimmed with tinsel and at its top is fastened a tinsel bow. The prob-



Got a moving problem?

A place for everything—



and everything in its *place*—when AMERICAN RED BALL moving specialists transfer office equipment, home furnishings! Yet—**COST IS LOWER THAN MOST!** Consult yellow pages of your 'phone directory for your nearest AMERICAN RED BALL agent! **FREE PERSONALIZED ESTIMATE!**

Rely on AMERICAN RED BALL

TRANSIT COMPANY, INC.

PIONEER NATION-WIDE MOVERS



**We publish a newspaper that sells
a market of 1 1/2 million people
with 2 billion dollars to spend**

**our newspaper is read in 3 out of 5
homes in Nebraska and Western Iowa**

Omaha World-Herald

250,832 daily . . . 258,372 Sunday

Publishers statement for March 31, 1953

O'MARA & ORMSBEE, National Representatives

Home delivered
in 1141 towns



lem was to attach it to the package so that it would "float."

After a long series of experiments to get the right effect, Brown-Forman advertising and exhibit specialists decided on the use of staples. Speed in production was a must. They went to one of the foremost manufacturers of stapling equipment to have special machines built. The answer was that it couldn't be done.

This threw Brown-Forman back on their own and finally their technicians came up with a solution. Special stapling machines were designed and in a short time 14 of these were on the production line.

Then another problem came up. Special shipping cartons had to be designed to protect the ornament during shipment. These had to be over-size with controlled space to keep the ornaments from rubbing. When the job was done the cartons with the packages inside were shipped back and forth between Dallas and Louisville several times to give the unit a thorough test. It worked.

What Wrap?

Next a wrap-around on fine paper, printed in full color, was developed to give the outer case a holiday spirit. When this was done the cartons became handsome point-of-sale display pieces which could be used for floor, island or window show units. This is the first time in the liquor industry that such a ready-to-use point-of-sale piece has been employed.

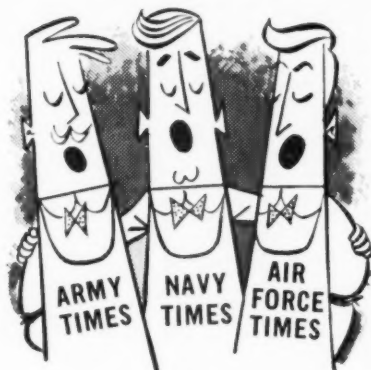
During all of this preliminary planning another important fact was uppermost in the minds of Brown-Forman executives. They knew that every minute saved at the point-of-sale was important. Over-the-counter sales are slowed up if salespeople must take time to wrap gift packages. The result was that the Old Forester package is a completely assembled ready-to-go package, colorful and carrying the Christmas spirit.

Another special package was developed for Early Times. This whisky is sold for the holiday trade in regular bottles but the package is, like that of Old Forester, ornamented with a special 3-D decorama piece in the form of an old-fashioned wall clock stapled to the gift box holding the bottle. It requires little imagination to tie-in the thought of an old clock with Early Times.

The show employed to present these packages, their story, and outstanding facts about the Brown-Forman organization, its products, and its fall and holiday sales programs,

SALES MANAGEMENT

... as a **TRIO**



they're tops!
.....

● Army Times — Navy Times and Air Force Times, each has a powerful voice in bringing your sales message to the members of the U. S. Armed Forces and their families everywhere.

● This great Network of Weekly Service Newspapers is published in 12 editions to bring pin-pointed news and features to servicemen and their families.

● Your advertisement reaches this 7 billion dollar consumer market at lowest cost per thousand of any weekly service publication. You get widest coverage at lowest cost per thousand.

SAMPLE COPY, RATES & MARKET DATA BOOK ARE YOURS FOR THE ASKING AT NEAREST OFFICE.

**ARMY TIMES
AIR FORCE TIMES
NAVY TIMES**

(All Members: Audit Bureau of Circulations)

HOME OFFICE:
3132 M St., N.W. WASHINGTON 7, D. C.

Branch Offices in: NEW YORK • LOS ANGELES
PHILADELPHIA • SAN FRANCISCO • CHICAGO
LONDON • PARIS • FRANKFURT • TOKYO

was months in preparation. Special music was written by John A. McGee and the films were produced by Mr. McGee and Otto Handgartner, Jr., both of Chicago.

One of these is "Are You Every Ounce a Man?" Another is "Cheer, Cheer for Early Times." A third, "Holiday Times." The lift and melody of "Holiday Times" is such that it has been copyrighted and the management hopes that it may become a hit tune.

As the story of the promotion of Brown-Forman whiskies was unfolded to the distributors they were told that the company will invest a total of \$5,000,000 this year to promote the sale of its three brands, Old Forester, Early Times, and King whisky, a blend. This sum includes the \$1,000,000 which will go to buy magazine and newspaper advertising for each of the two leading brands, Old Forester and Early Times. A large slice of the money will be put into point-of-sale pieces, counter, window and wall art work.

"We Soften Up The People," the distributors were informed in a skit that carries that title. They are told that Early Times copy is being carried in *Life*, *Holiday*, *Look*, *True*, *U. S. News & World Report*, *Dell Men's Group*, *Newsweek*, *Ebony*, *Collier's*, *Outdoor Life*, *Sports Afield*, and *Field & Stream*; that Old Forester Christmas copy is being carried in *Life*, *Holiday*, *Time*, *Town & Country*, *Esquire*, *Social Spectator*, *Collier's*, *The New Yorker* and *Ebony*.

What Gifts?

Newspapers in 86 cities are being used, 64 to promote Old Forester and 65 for Early Times. Old Forester is being advertised in 31 liquor publications and Early Times in 24. "You see, we are helping you to sell," the distributors are told. Then, "remember that these fine gift packages sell at the same price as the regular fifth."

At one point in the presentation the value of gift packaging was impressed upon the distributors with these facts: They were told that 30% of all pencil sets are bought as gifts; that 47% of all men's ties are purchased to use as gifts; that 56% of all golf balls sold are for gifts; that only 15% of all whiskies are for gifts.

"Bring the level of whisky-for-gifts up by concentrating on point-of-sale promotion and personal selling for this purpose," they were told. "Impress your dealers that if they

as a **QUARTET**



there's extra punch
.....

● Add the European editions of *AIR FORCE DAILY* to the big three weeklies of the *TIMES* network and you'll reach the rich market of American families at Air Force stations in England, Europe and North Africa.

● Circulation of Air Force Daily parallels the sweep of AFEX (the Air Force Exchange) System, thus providing an advertiser with trade journal coverage of the exchange system as well as a consumer wire-service daily newspaper—five days a week—complete with news, sports and features for Americans abroad.

● Low cost combination rates for all four of these great service papers give advertisers their best buy.

GET DETAILS ON HOW TO SELL THIS AMERICAN MARKET ABROAD FROM NEAREST OFFICE

AIR FORCE DAILY
on
ARMY TIMES PUBLISHING CO.
publication

LONDON OFFICE
102 Park St., W. 1, LONDON

HOME OFFICE:
3132 M St., N.W. WASHINGTON 7, D. C.

Branch Offices in: NEW YORK • LOS ANGELES
PHILADELPHIA • SAN FRANCISCO • CHICAGO
LONDON • PARIS • FRANKFURT • TOKYO

KEEP ABREAST THE TIMES ON...



● With ACB Newspaper Research Services you need never miss a daily newspaper advertisement you ought to see, no matter where or when it may run—in any of the 1,750 U. S. dailies!

The national and local advertising columns of daily newspapers are the great proving grounds for new ideas in products, merchandising plans, and new sales approaches. Use ACB services to keep abreast the times on new and old competition . . . new products . . . new copy themes, new uses.

Executives are invited to send for our catalog which outlines 14 ACB Newspaper Research Services. You will be agreeably surprised at the modest cost for which a service, built to your own special needs, can be furnished.

Send for ACB's Catalog. 48 pages. Describes each of ACB's 14 Research Services. Gives many case histories; cost of service, or method of estimating; complete directory of dailies; U. S. Census of retail stores. It's free! Ask for it today.

ACB reads every advertisement in every daily newspaper

ACB SERVICE OFFICES

79 Madison Ave. • New York 16
18 S. Michigan Ave. • Chicago 3
29 South Third St. • Columbus 15
161 Jefferson Ave. • Memphis 3
51 First St. • San Francisco 5



The
**ADVERTISING
CHECKING BUREAU
INC.**

will concentrate on these things during the holiday season they can increase their sales. Tie-in with Santa Claus."

The earlier fall campaign, featuring Early Times, used a football theme, "The All-American Choice," with a preview of the advertising. Using statistical art work, thrown upon the screen, the distributors were told that if the single pages in all magazines used were torn out and piled one on top of another they would make a pile 4,276 feet high; that if the four tallest buildings in the United States were stood, one on top of another, they would be only 3,872 feet high.

29% Profit Gain

"Success begets success," the distributors were told, "and you are selling leaders in their fields." To back this up the following figures were quoted: Brown-Forman's net sales 10 years ago were \$22,605,964; for the fiscal year ended April 30, 1953 they were \$68,581,050, an increase of nine per cent over the \$62,783,055 reported for the previous fiscal year; that for the 1953 fiscal year, net income of the Kentucky corporation recorded a gain of 29% over that for the 1952 fiscal year. "You can win with a winner," they were told, "You are handling brands that are tops in sales and tops in advertising."

To back this up, graphs were thrown upon the screen showing the comparative sales of Brown-Forman brands in volume and the comparative investments in advertising in dollars. For both Old Forester and Early Times these graphs showed first place; Old Forester for bonded, Early Times in the straight whisky class. Then, "last year the Old Forester Christmas package was a 100% sell-out. We will do it again."

The climax of the presentation was the 3-D motion picture in color. For this the Brown-Forman executives participating in the program, and the professional cast, appeared in full dress to give emphasis to the theme, "Let's Have an Old Forester Christmas." The girls in the cast wore evening gowns.

This was in keeping with the high quality of the 3-D film presentation, in color and with voice and music on the sound track. Scenes shown included store arrangement, Brown-Forman packaging, other packaging to show the possibilities in arrangements, Christmas scenes with Yule trees and snow, and some other scenes for sheer entertainment.

Some of the effects were startling. A girl threw snowballs toward the lens of the camera. These seemed to come directly out of the background and as the watcher instinctively reached out to catch them they faded out not more than a foot or so from his waiting hands. The same stunt, with similar effect, showed a Christmas package of Old Forester tossed into the lap of the audience.

Elaborate technical equipment of necessity had to be carried for the staging of the "flesh" and 3-D film show, with "flat" pictures in some instances where the audiences were too big for 3-D presentation. Special screens had to be carried for 3-D. Stage properties were elaborate.

Two chartered vans were used to move the equipment and scenic effects. One of these covered the East and the other the West.

George Garvin Brown, president of Brown-Forman, commenting on this drive to lift the enthusiasm of the distributors and get them to pass the story of the fall and holiday advertising and promotional campaigns on down to the retailers and to points-of-sale, says:

"Brown-Forman was one of only two important distillers showing greater profits last year than the year before. We did this by avoiding panic merchandising. We did not go to the bargain counter and we will not."

What Makes Sales?

"With living standards as high as they are, the availability of the right products, rightly priced, is only the first requirement for a sale. The second requirement, equally important, is a capacity to induce the desire to buy. To phrase it differently, it must be our continuing objective to make yesterday's luxuries the necessities of today.

It is ironic, but the higher our standard of living, the more difficult the job. This makes it mandatory that our nation's sales forces write a new chapter in creative salesmanship. More than ever before their success will control our production index and determine our standard of living. Marketing management is not only in the 'spotlight,' it is definitely on the 'spot.'" **W. C. Sproull**, director of advertising, Burroughs Corp., before the National Industrial Advertisers Association.



Free your office from typing fatigue

Typing fatigue is costly in any office . . . in needless errors, in lagging speed, in wasted supplies, in drooping spirits. But you can free *your* office from these expensive handicaps by installing IBM Electric Typewriters!

IBM's remove the *cause* of typing fatigue . . . they have the lightest touch, the easiest keyboard slope . . . even the carriage is returned and spaced electrically.

More and more offices today are standardizing on IBM's because they find more work gets done faster, and looks better. Office morale is higher, job turnover lower. Wouldn't IBM's be a fine thing for your office, too?



Electric Typewriters

INTERNATIONAL BUSINESS MACHINES

IBM, Dept. SS-3
590 Madison Avenue, New York 22, N. Y.

- ☐ Please send illustrated folders on IBM Electric Typewriters.
☐ I'd like to see the IBM Electric Typewriter.

Name _____
Company _____
Address _____
City _____ State _____

Weeks and his Top Team



Sinclair Weeks
Secretary of Commerce



Walter Williams
Under Secretary



Robert B. Murray, Jr.
Under Sec. for Transportation



James C. Worthy
Ass't. Sec. for Administration



Samuel W. Anderson
Ass't. Sec. for International Affairs

Strangulation—or Rebirth For Ike's Department of Commerce?

Yelps of pain have greeted "Sinny" Weeks' 50% cut in the controllable part of his budget, and major shifts in personnel. Now the new group is ready to operate. Will business like the GOP's conception of Commerce's function?

BY JEROME SHOENFELD • Washington Editor

Under its new management, the Department of Commerce has steadily disintegrated, according both to those who deal with it and those who work there. They tell you that the mail

isn't answered on time, that the field office men no longer have any information worth telling, that service is bad. But according to the top command, the Department, instead of

deteriorating, is on the verge of a great awakening, after which, for the first time in 20 years, it once more will "foster industry and commerce."

The complaints, coming as they do from people accustomed to the old line of services, may be unfair. Perhaps they rest on a different notion than the Administration's of what Government should do for people. Where, asks one of the new managers, does Government come to be telling people, not yet in business, how to operate restaurants, hardware stores, florist shops? Let them learn these things for themselves.

The new management has been dealing with the Department as if with an old, once respected concern

how **Delta-C&S airFREIGHT**
helps Abbott Laboratories move
modern drugs with modern speed



Amebacilin (Fumidil in English-speaking markets), conqueror of tropical dysentery, is an antibiotic wonder drug of 1953. Its makers, Abbott Laboratories, appropriately rushed it to waiting branches in the Caribbean and South America via that swift "wonder courier" of 1953—Delta-C&S airFREIGHT.

For ACTION
...ship by AIR!

You'll get action all the way from take-off to "take home"—stepping up not only deliveries but *sales, profits, prestige*. The man who can tell you how is your local Delta-C&S airFREIGHT Representative. Call him for answers to specific questions or a complete shipping survey. Or write direct to:

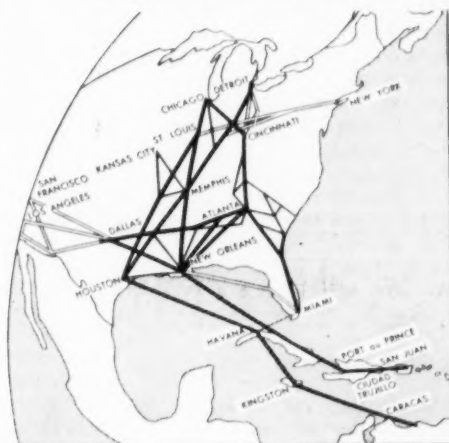
DELTA-C&S AIRLINES
AIRFREIGHT DEPT. ATLANTA, GEORGIA

WHEN ABBOTT's "microbe hunters" announced the new wonder drug, Amebacilin, the news traveled to the earth's far corners fast. Moving quickly to meet demand, Abbott called in Delta-C&S airFREIGHT. Quoting Abbott's Vice President Charles S. Downs:

"In stocking our overseas branches we use a great deal of air transportation. Typical was use of Delta-C&S airFREIGHT to rush Amebacilin to the Caribbean and South America.

"By delivering this 1953 drug with 1953 methods, we enabled our branches and their dealers to fill an urgent *medical* and *human* need. We saved time and money. And we were able to offer the new drug for physician's prescription in remote markets and rural areas almost simultaneously with its introduction in the great medical centers of the capitals."

All Delta Flights Carry airFREIGHT



they had taken over after its profits had dropped. They examine the product lines, preparing to junk some, quietly close out others. This in itself angers the present customers, who want exactly what they've been getting. Over and over again, the management must retract, restoring or promising to restore what it had first decided to drop. Meanwhile, it seems to be fishing for some new product line, bearing its own stamp. Its difficulty is fully expressed by the word, "What?"

In announcing a typical departmental reorganization, which repackaged various divisions and branches into the Business and Defense Services Administration, Secretary Sinclair ("Sinny") Weeks* hinted at what the new Commerce exclusive might become. His statement of the purpose of BDSA stressed an idea, which many of his predecessors—Henry Wallace and Averell Harriman, among others—dreamed of: to make the Department the businessman's Sounding Board in Government. In contrast with his predecessors, Weeks suggests this as the main job rather than a mere addition to other services. One advantage; its cheapness.

The description of this sounding board idea is drier, less provocative, in the legal document creating BDSA than in the luncheon club speeches of Commerce officials. The organization manual is content with calling it the point "for representation of the domestic interests of business and industry in their relations with other governmental agencies." Talking to Washington trade association secretaries, Carl F. Oechsle, acting assistant secretary for domestic affairs, departed from a written text to elaborate:

"Bring your legislative problems to the Department. The individual lobby can persuade a handful of Congressmen. Real power lies in the Administration and its supporting Congressmen."

As many of the men around Weeks perfectly well realize, such a unified business lobby under Government aegis is pure daydream, however well rooted farm and labor lobbies may be in other departments.

A Department publicity man described what's to be done more cogently and, probably, accurately. He used homey figures of speech. The Department will become a great Suggestion Box for Business, or a great

cracker barrel around which ideas will be exchanged. If an idea is good, it may well be routed up to the Secretary, who'll perhaps canvass it, however lowly or remote its origin, in the Cabinet or before Congressional committees. Most of all, businessmen feel that Government long has been hostile to them. At last, a businessman is welcome.

Again, Commerce promises, as it always has to help businessmen who must deal with other executive agencies. Washington agents whose business consists precisely of such dealing react like this: Without surrendering their own contacts in the various departments, they'd try Commerce, too, when they wanted something.

Big Re-shuffle

The reorganization creating BDSA is just a document so far. Like most governmental reorganizations, its primary aim may have been to handle personnel problems, complicated by rigid Civil Service rules. Old Commerce men who had been transferred to National Production Administration were demanding their old departmental jobs back. The reorganization restores Industry Divisions—automotive, copper, forest products, etc.—where they can stay at work. In addition to defense work carried over from NPA, the Divisions, industry by industry, would serve as the cracker barrels the publicity man mentioned. The Office of Distribution, Office of Small Business, and Office of Technical Services, which passes out tips on industrial technology, become part of the Secretary's "staff," no longer, one would infer from the manual, dealing directly with the public. But manuals rarely supersede habits; moreover, speeches by top officials, indicate that old contacts are being preserved, and new ones sought.

The industry divisions are not intended to be the only or the most important sounding boards. Feeling his way, Weeks is trying to organize both "industrial councils," consisting of top company men who'd meet with himself and his immediate associates, and the more familiar industry advisory committees, which would be satisfied with second string executives who'd talk to industry division chiefs. People in the Department fall back on vague jargon when pressed to define the distinction: strategy vs tactics, broad policy vs detail, staff vs line, etc. But the whole plan is under suspicion: powerful in-

dustrialists in the same room always betoken a monopoly plot, as if they couldn't meet privately elsewhere. Justice Department is therefore haggling over appropriate arrangements: posting an anti-trust man at each meeting, and having a paid Government official preside.

To satisfy hankerings for symmetry, the reorganization of the domestic part of the Department was accompanied by renaming the old "Office of International Trade" the "Bureau of Foreign Commerce," with sufficient shifting of branches to justify the new name. A Bureau outranks an office.

These reorganizations followed months of actual change, consisting mainly of curtailment, which by use of such words as "streamlining," was claimed as improvement. Exclusive of \$631 million for ship subsidies airport construction, etc., committed by the former Administration, the Commerce budget was reduced from about \$500 million to about \$225 million—more than half. There may be more cuts. In a recent speech, Assistant Secretary James C. Worthy said that he sees this as "only the beginning"; on the other hand, Weeks told the staff as he set up BDSA that the worst was over and the jobs now were pretty secure.

It's interesting to trace the streamlining to particular shops. As everybody now knows, the Census Bureau was refused the money with which to take the usual censuses of manufactures and business. Because the Bureau's staff of 2,100 was cut by about 500, other work too must be ditched: the official announcement, with literal accuracy, said that "work will be expanded in some fields and contracted in others . . ." The expansion will improve the sampling and furnish more detailed breakdowns of distribution statistics and inaugurate a sample survey of selected distribution trades. It's chiefly commodity statistics, circulated under the rubric "Facts for Industry," which are being contracted, partly by shifting costs to interested subscribers.

The allocations of the economy, it's to be seen, are handled well. In contrast with their colleagues in other branches, Census Bureau workers were not made to feel that, in the eyes of the boss, their daily tasks were a silly boondoggle, which he'd presently get around to scrapping.

"At present," Assistant Secretary Worthy recently asserted, "the Department's program in the field of distribution is centered in the Office of Distribution . . . providing a focal point within the Department for distributors of all types . . ." Staffed by

*Is Secretary of Commerce Weeks Right? Turn to page 15 for editorial comment.

Durkin Departs and

LAHEY SCOOPS THE NATION!



EDWIN A. LAHEY—Chicago Daily News national reporter and best informed writer on labor in the United States—has done it again!

On Sept. 10, when Martin Durkin quit as Secretary of Labor, Lahey beat the big press associations and all the newspapers of the nation. The Daily News told the story first—at least two hours before any other newspaper.

It wasn't until the White House itself confirmed Lahey's story that the American public—other than readers of the Chicago Daily News—were aware of this important event.

In this day and age when "scoops" are as scarce as Democrats in a Republican cabinet, Ed Lahey has scored no end of them. Labor bigwigs, in a business without illusions, know his veneration for a confidence—know, too, they can count on him to spell it straight.

So, even as early as 9 a. m. on the day of the beat,

the News—through Lahey's first story of the day—was giving the shape of things to come.

"Durkin," wrote Lahey, "always made it clear that it wouldn't take him more than five minutes to pick up his hat and leave once he decided he was being horsed around."

Only a matter of hours later that day, Durkin did just that—but not before he had informed Lahey of his resignation and its acceptance, and Lahey's beat was born!

In the East the Washington Post, New York Herald Tribune, Washington Star, New York Times and others promptly credited the beat to Lahey and the Chicago Daily News.

Readers know they're getting their national reporting straight when Ed Lahey writes it. He is another reason why the newspaper first with the news in the Middle West is the

*How a Great
Home Newspaper
Serves*

CHICAGO DAILY NEWS

Chicago's HOME Newspaper

John S. Knight, Editor and Publisher

NEW YORK OFFICE
9 Rockefeller Plaza

SAN FRANCISCO OFFICE
Story, Brooks & Feltz
705 Market Street

MIAMI OFFICE
Hale Printing & Associates
121 S. E. First Street

DETROIT OFFICE
Free Press Building

LOS ANGELES OFFICE
Story, Brooks & Feltz
1051 Combs Street

NOVEMBER 1, 1953

73

PIONEER
Balloons
SELL
Motor Cars

Smart Car Makers use Balloons to . . .

- swell sales in sagging areas
- give new models a big sendoff
- boost dealer enthusiasm everywhere

Because
PIONEER Qualatex® Balloons

- are inexpensive, easy to use
- have real toy value as premiums
- carrying printed advertising far and wide

Get ideas, samples and imprint information from our Premium Dept.

Write today to . . .

Qualatex® BALLOONS
THE PIONEER RUBBER COMPANY
409 Tiffin Road • Willard, Ohio

COMMENDED BY PARENTS
Guaranteed by Good Housekeeping
OFFICIAL OF U.S. ARMY OF NAVAL
THE ADVERTISING TRADE

Artkraft® 3-D
PLASTIC AND PORCELAIN
NEON DEALER SIGNS

SHELL

make national advertising 5 times as effective
(Proved by audited research)

ARTKRAFT® PORCEL M-BOS'D
AND PLASTIC
STORE FRONT SIGNS
(Neonized or non-illuminated)

Artkraft® will design for quantity buyers, without obligation, a definitively beautiful sign and effective sign in any size, shape or color to reproduce faithfully any emblem, letter styling, or trademark. Send today for new free brochure.

Artkraft® SIGN CO.
Div. of Artkraft® Manufacturing Corp.
1132 E. Kibby St. Lima, Ohio

Please send, without obligation, new brochure on Artkraft® signs.

Name _____
Firm _____
Street _____
City & State _____

*Trademark Reg. U.S. Pat. Off.

about 40 people, the Office under other names used to do all sorts of things, many of which were useful: work out warehousing improvements in particular lines, circulate marketing statistics, research the methods for allocating, measuring and controlling sales costs. It published many best-sellers: "Opportunities in Selling," for example. Now the staff consists of four section chiefs, each with a secretary, and two who are neither section chiefs nor secretaries.

Through the summer and early fall, a lot of Washington newspapermen were assigned to explore political attitudes out west, down south, etc. Some, incidentally, visited Commerce field offices. They told similar stories of avid interest by local Commerce officials in Washington news and especially of the Department of Commerce. One complained he had heard nothing since Weeks came in. They couldn't tell local business men about changes in NPA rules; some weren't getting them and so couldn't distribute the usual copies of regulations.

Area Division Cut

Since the war, there's been a hectic moving about of manufacturing industry, with companies eagerly searching for new locations and communities just as eagerly inviting the migration. Commerce Department has an area division, which had provided all sorts of help to both parties: hunting lists, advice on how to know what a community had to offer, etc. Work still goes on cheerfully but with a staff of four instead of several dozen.

Somehow, the Office of Business Economics, which calculates such things as gross national product, national income, etc., suffered no cuts, but goes on as before supplying both the White House and the public with business statistics.

Even the answering of Senate mail, which enjoys top priority, stalled. Not until October 8 did Weeks reply to a September 26 letter from Senator Estes Kefauver, in which the Senator accused the Department of being run by vested newsprint interests.

Not because it's true, which it probably isn't, but because it reveals the atmosphere through the Department, the backstairs gossip, the hunches of the underlings of what motivates the top command, may be interesting.

"You know, for months, Weeks never talked to anybody on the staff. He got his advice from the businessmen he happened to know. Well, a company president told him that our

services were of no use whatever to him and to junk them. Later, lower rank people in that very company came calling on us for them."

"Do you want to know why there's been such a breakdown? Weeks does nothing but look for more throats to cut."

Most of these sour observations specifically exclude Under Secretary Walter Williams, who among other things, sometimes eats in the Department cafeteria. He seems not only to have talked with but to have solicited help of one kind or another from everybody in the Department. It was always gratefully given.

During the early months of the new regime, the composite staff impression of Weeks sounded more like a nightmare than a human being: stern and cruel, looking without pity for people to fire, withholding his presence from the doomed. Written texts of his speeches, which were read all over the Department, supported the impression: they angrily exploded invective against the inherited mess, which Department hands took personally. Asked why the Secretary continued to electioneer so long after the election, a friend revealingly explained:

"You sophisticated Washingtonians don't see things right. You should go to some businessmen's luncheons outside Washington. They eat it up. They love to hear it. It's exactly the right pitch."

Weeks: "A Real Sweetie"

From the impressions of those close to him, you gather that Weeks, far from being cruel, high tempered or arrogant seems to want anxiously to be liked. Evidently, the applause of an audience does comfort him. Stereotypes of the Proper Bostonian, conscious of caste, or of the severe New England industrialist caring only for efficiency exclude time taking birthday parties to members of the immediate office staff. One of the stenographers describes him as a "real sweetie."

Recently, the tone of the backstairs talk changed. "Weeks addressed the whole staff at the reorganization." "Weeks told us about the reorganization himself. We didn't have to read about it in the paper." "He seemed pretty nice." "He said he thinks we're over the hump." That last remark may be true. True or not, you can't judge from it whether the old Department of Commerce will be restored or whether a different one will succeed it.

Makes good products
better...

Kodapak Sheet

"Kodapak" is a trade-mark

Have you a decorating problem? Want to make a series of store windows sparkle with sales appeal? Want to make whole stores the talk of the town?

You do? Then Kodapak Sheet is for you... tough, transparent, long-lasting—the most versatile material of its kind. Trim manufacturers are doing many exciting things with Kodapak Sheet. Worth your looking into now!

For further information, including names of firms, see our local representative or write:

**Cellulose Products Division
Eastman Kodak Company
Rochester 4, New York**



Sales offices:
New York, Chicago, Dallas.

Sales representatives:
Cleveland, Providence, Philadelphia.

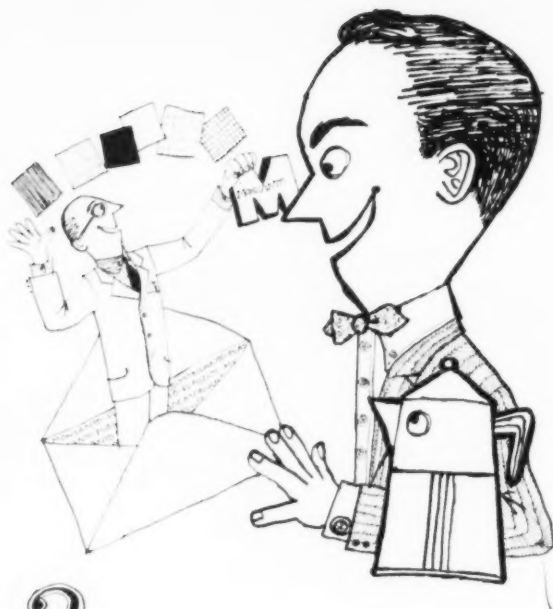
Distributors:
San Francisco, Los Angeles, Portland,
Seattle (Wilson & Geo. Meyer & Co.),
Toronto, Montreal (Paper Sales, Ltd.).





1.

Plastics molder, confused about most saleable colors for his new housewares line, can't decide which colors to use, can't afford his own color research. Who can help?



2.

Monsanto, through direct mail, tells him about the company's Color Styling Service, available without charge to molders and fabricators. Monsanto: "We can help you."

Monsanto Helps Plastics Customers Get the "Feel" of Color

Sure, plastics are colorful, but what colors sell best? Monsanto's new color research program for molder and fabricator customers shows them how to make the right decisions, helps Monsanto sell service *and* raw material.

BY PHILIP L. PATTERSON

The *right* color can create product demand; the wrong choice of color can tie up inventory in cobwebs.

One of the most perplexing riddles facing the plastics industry today is to measure and anticipate color preferences among consumers who buy—and who must be sold—the hundred and-one products made of plastic. The enigma of color acceptance in consumer goods is complicated by the startling fact that for just *one* type

of plastic there are no fewer than 10,000 color possibilities.

And the marketing picture is further complicated because consumer reaction to color, like your own reaction to the taste of black-eyed peas, can't be measured by slide rules or thermometers.

Theoretically, whoever seeks to determine the housewife's color preference for a set of plastic mixing bowls must take bowls and colors to her—

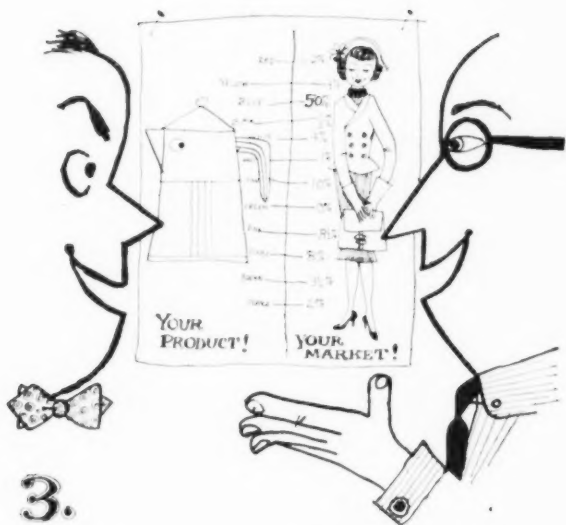
and wait until she makes up her mind.

If she lives in Montana, her color preference for housewares (or what have you) will not coincide with the Florida report. Her income, her education, her neighbors and dozens of other variables will weave into the color decision.

Misappraisal of consumer color preferences can render the small manufacturer helpless. In an actual case, a manufacturer came through a selling period profitless, yet his competitors acknowledged that he had one of the most colorful housewares lines on the market. But the manufacturer produced *too many* colors. The poor-selling colors melted away profits from the few fast-moving colors.

A simplified color line, based on researched, top-selling colors might have given the housewares maker more profit per color.

Shortly after World War II, 18 colors were more or less "standardized" throughout the plastics industry. (Compare this to the 10,000



3. "We collect data on present consumer color preferences," says Monsanto, "and if you wish, we will make a special study of your product line, and your markets."



4. Molder follows color suggestions, based on Monsanto's special study. Color service helps him scientifically reduce number of color possibilities and avoid "unpopular" hues.

color possibilities.) The colors were representative of the best selling hues at that time. Unfortunately, those making this selection could not foresee the color clamor post-war consumers would put up. Nor could one anticipate the demand for plastics in products then made of metal, rubber, wood, natural fibers, etc.

As a result, *any* red housewares product, whether it might have been a tumbler or plastic plate, was produced in "Housewares Red."

Standardized colors were specified in the absence of evidence that variations on these color themes might be more marketable.

Despite all this, plastics fabricators and molders were quick to supply their customers with colored plastic products, recognizing that the nation was becoming color conscious. Standard colors have been successful, but now they are losing ground.

Sales of standardized colors began to slip while sales of non-standardized colors began to gain. Regional preferences had not been considered seriously: few color chiefs had paid attention to color harmonies within product groups (dinnerware, for example); expensive products were made in the same colors as utility products. And did people prefer



5.

Molder now gets "bigger volume with fewer colors." As supplier of raw materials, Monsanto has huge stake in success or failure of customers' appraisal of consumer tastes.

different colors in the bathroom? More subtle shades in the living room?

There had been no application of established methods for testing color preferences.

Strange part of it all was that the plastics industry, to a man, recognized that color styling could (1) open up new markets, and (2) create greater demand for plastic products in general. Would someone care to come forward with a plan to give sense and reason to color choice?

"A Constructive Move"

Could someone find the economical number of color possibilities for a given product?

When the sale of styrene (or polystyrene) plastic was "less than favorable" the Plastics Division of Monsanto Chemical Co., Springfield, Mass., announced to molders and fabricators that a "Color Styling Service" was available for the asking.

In a booklet, "Color—and How It Can Help You Sell," the company revealed that it had: (1) organized the service in one central agency—to gather factual data on color trends, color research, consumer tests, sales records; (2) designed the service to bring customers (and prospects) that information, and to share the future research findings with them.

In addition Monsanto, a huge supplier of plastics raw materials to fabricators and molders, made clear that the service was geared to undertake specific assignments to solve the color problems of individual customers.

Most fabricators and molders hailed the move as constructive. Monsanto itself, holding a big stake in the success of customers, hoped to "upgrade the industry" by offering the Color Styling Service. Through CSS, Monsanto would indirectly reap rewards through the increased sale of raw material.

Goals of the CSS:

- (1) Simplify color lines, color inventories.
- (2) Minimize color changes.
- (3) Explode restrictive color traditions.
- (4) Put a new sales tool into the hands of Monsanto representatives.
- (5) Build a sounder economy for customers, making them better (and bigger) customers.

R. Carl Evans, general manager of sales, Plastics Division, looks at

the color service in this way: "It gives us an opportunity to sell *benefits*, instead of 'just plastics.' It assists our salesmen in aiding his clients, and it is a tool which gives the salesman a better audience with fabricators and molders."

If there is genius to the program, thinks Evans, it is this: "It is successful because it reflects the *needs* of our customers."

It should be pointed out here that Monsanto produces two types of styrene plastics which later show up as end products: (1) clear, to be colored by molder, and (2) pre-colored by Monsanto. While CSS has been applied to others in the Monsanto family of plastics it revolves mostly around Lustrex styrene.

Styrene's range of colors is practically limitless.

With the initial mailing, announcing CSS, a lot of customers' hands went up, saying, in effect—"Yes, we're interested in color; put us on your mailing list, and send us the continuing reports on trends, and the special studies on color problems for particular groups of products."

Studies Public Demand

CSS is not designed, as Monsanto puts it, "to foster any prejudiced notions of 'good taste,' but to study, measure and determine that which the public will accept." It is apparent that, as far as CSS is concerned, personal opinion and "creative instinct" have been shelved—in favor of an objective study of demand. "The most beautiful color is one that sells," says Monsanto.

Where would Monsanto's initial research attack be most fruitful? First studies were made in the housewares line, partly because the housewares industry is one of Monsanto's biggest customers. Through the help and under the guidance of Color Consultant Faber Birren, Monsanto, in 1952, published a "major report" on preferences for color in plastic housewares. It represented, Monsanto said, an accurate cross section of consumer demand across the country—not only in housewares, but in associated fields of paints, textiles, home furnishings and similar items.

The gist of the report:

Color markets for housewares fall into three classifications: The volume market, which has simple wants and which is emotional and impulsive in its attitudes; the middle class market, where wider color choice is demanded but where substantial demand still

exists; and the higher fashion market, where more refined colors (usually at a higher price) are expected. Plastic housewares are almost entirely in the first two classes.

Even current top-selling colors are to be improved; there is room for other variations of Standard Red, for better yellows, better greens, etc.

"How Many Want Help?"

In volume merchandise, black holds promise.

New colors, the report stressed, cannot be added merely for the sake of color, without risk. Manufacturers need help to keep the profit picture a sunny one.

Then, at the end, a slight commercial: "Ask your Monsanto representative to show you the Housewares Palette in the actual Lustrex (styrene) color chips so that you may fully appreciate the beauty and universal sales appeals of the color styles."

In this first report, Monsanto grouped the colors—A, B, C—according to the three classes mentioned above, then recommended specific colors for different types of housewares. These colors were reproduced in the booklet. "Where possible," Monsanto stressed, "we recommend actual sales tests in a few controlled retail outlets before final addition to a line."

Fabricators and molders were happy with their first report. While the information bore out the suspicions of some, it broke new and exciting ground for others. And the research undertaken by CSS and Birren came as close to "pure science" in methodology as you could expect in dealing with something as emotional and precarious as color.

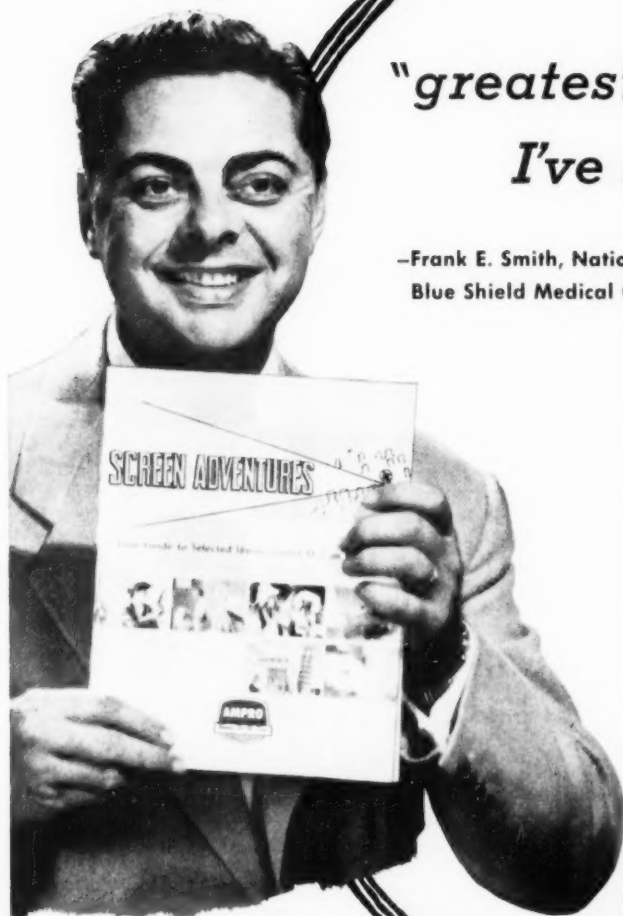
Material-gathering involved consumer polls and sales tests to measure current wants and to anticipate the future; specific studies of housewares and accurate comparisons of sales experiences among various manufacturers; cumulative records of sales to measure the general direction of trends and to differentiate between ascending and descending colors.

Soon there was a second report to customers who asked for the CSS. Called "America's Favorite Plastic Houseware Colors," it got down to specifics. Under the theory that no proof is more convincing than an actual sales test, three houseware items—a cutlery dish, snack server, and tumbler—were produced in quantity and offered for sale in six W. T. Grant stores.

Colors were selected by Monsanto. The company's new "Flame Red,"

*"greatest idea-guide
I've seen..."*

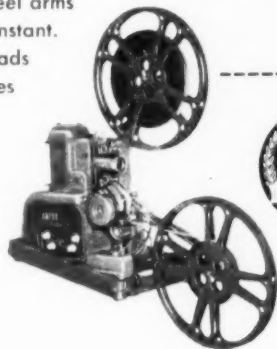
—Frank E. Smith, National Director,
Blue Shield Medical Care Plans, Chicago



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yellow and green outsold traditional standard Vermilion by large margins, results indicated.

For manufacturers having limited lines and anxious to gain all possible volume from the fewest colors, the data held practical significance.

Monsanto benefited from it, too. David Guarnaccia, manager, thermoplastic molding materials, sent along the findings to customers and added a personal note: "If our new colors are as strong as the Grant store tests indicate . . . there's an untapped source of greatly increased business for you in producing your own products in some of these new colors . . ."

After the first report had had time to circulate, Monsanto held a "Retail Round-Up" of important housewares buyers "to show that Monsanto was indeed putting color services into the hands of customers." More than 100 leading buyers and merchandising executives attended the luncheon meeting in New York City, where they (1) tried to guess which colors were best sellers for a group of housewares, (2) were introduced to Monsanto's housewares Color Palette, developed from research gathered in the two housewares reports.

Similar studies, and their corresponding meetings, have been carried out in the fields of plastic wall tile, and plastic toys.

The object, in each case, is to show the importance of *minimal* color selections—provided they are the *right* colors.

As Monsanto anticipated from the beginning, molders and fabricators turn to the color service for personalized service. In each case, Monsanto asks for samples or pictures of the product, and the approximate retail cost. The product is then classified according to "where and how it fits into the household." With this elemental information, Monsanto and Color Consultant Birren pitch in to determine what part color can play in the marketing of the product.

The resultant suggestions, or recommendations, are passed on to the manufacturer in the form of a report.

For example, a manufacturer of combs, molded of styrene, recently asked Monsanto to suggest colors for the combs that "would insure the competitive position of these higher priced, higher quality combs."

Concluded Monsanto in the report: "Because the combs retail for considerably more than certain competitive combs molded in styrene . . . it seems important that their visual appeal should more strongly reflect their superiority." The report (and this one

follows the usual pattern) not only recommended specific colors for the "mass market" and the higher style line, but also suggested the technical color formulations for the specific hues.

Do molders and fabricators dutifully follow Monsanto's recommendations? "Customers generally accept half our recommendations," points out George W. Ingle, color research group leader, "all, or none. We try to retain competitive individuality in making recommendations; in so doing, we attempt to achieve a balanced seasoning of our customer's experience, and our own."

One customer's reaction to Monsanto's recommendations is typical. R. A. Winter, sales manager, Federal Tool Corp., Chicago ("Federal Practical Housewares"), accepted Monsanto's "Flame Red" recommendations for several items, and exhibited these colors—along with others—at an Atlantic City housewares show. "The Flame Red," he later remarked, "seemed to stand out, and we believe it proved to be a real eye-catcher. As a matter of fact, we plan to produce several of our items in the Flame Red in the near future."

Monsanto's job, in a nutshell:

"We're trying to get the feel of what people want . . ."

"We believe the interest in the Flame Red was engendered mainly because it has all the brightness and sharpness of the old 'Housewares Red' while it still maintains the subtle smoothness of some of the pastel colors."

As soon as "standard color" inventory is worked off, Federal Tool will give Flame Red a try.

Where, exactly, do Monsanto sales representatives fit into the CSS?

Once a color study has been made, it is transmitted to the salesman. It is he who carries the color recommendations into the customer's (or prospect's) office.

Psychologically, the salesman then becomes more of a counselor than "a man with something to sell."

Often, the alert salesman discovers a client's *need* for color service, and suggests it to him and explains the benefits.

"In fact," remarks General Manager of Sales R. Carl Evans, "it is benefit-selling."

The influence of color styling on sales can readily be observed by a cursory examination of your optician's showcase. You will see that most of the eyeglasses on display are encased in Nitron plastic, with style and color ranging from the subtle to the flamboyant. There are 200 different patterns of Nitron frames. Style-conscious women (and some men) no longer buy only *one* pair of eyeglasses. The co-ed or the young working girl buys different frame styles for her different outfits—one for sports, one for evening wear, one for work, etc. Multiple sales to individuals have become the optician's goal—something he never dreamed of 10 years ago.

Why? The optical industry has been persuaded to "get away from the old standards." Monsanto attributes a big part of this break-away to its color service.

Carl Evans, in appraising the two-year-old program, says that "the fact that we're supporting it indicates our attitude toward it. Color will determine the new markets we are able to develop."

And he can point to these additional trends, resulting in part from the CSS effort:

(1) Retail buyers are becoming more and more conscious of the effect of color. They are beginning to realize that their own, personal choice is not always national consumer choice.

(2) In scientific color selection, the industry has a tool for developing larger markets by improving customer acceptance of plastic products.

(3) Monsanto's combined research, production, engineering and sales efforts will be even more closely knit to color in the future, remarks Evans. "We recognize," he declares, "that color is now a growth factor."

Edwin L. Hobson, assistant general manager of sales, puts it another way: "Color is one of the main attributes in plastic sales. Yet, we've found that trade usage is not always good color; buyer reaction is not always consumer reaction. We're trying to get the feel of what people want."

Tools For Selling



SALESMAN DICTATES . . . at day's end by taking tape recorder into hotel room. This is Westline Products salesman, who no longer consumes valuable time writing call reports in longhand. Details are easier to "talk" than to write.



HIS MANAGER LISTENS . . . to tape salesmen sent to home office via airmail. If report merits answer, Westline Products Sales Manager Jerry Bishop dictates back on same reel. Results: paper work slashed, correspondence time salvaged.

How Many Ways to Use Recording Devices?

The list is imaginative, long, and getting longer. Among areas where recorders are proving their worth: gathering market data, field reporting, sales training, p-o-p selling.

"Our salesmen hate to write, but love to talk," observes Division Manager J. H. Bishop, Westline Products Division, Western Lithograph Co., Los Angeles. To the lament of others like Bishop, the average salesman suddenly becomes a man of few words when it comes to writing field reports and general sales correspondence.

But Bishop's problem of communication between salesmen and the home office has all but evaporated. Westline men now carry portable tape recorders with them wherever they go, taping their reports instead of scribbling out call details in longhand. In a matter of minutes they dictate more on tape than covered on paper in hours. When a Westline salesman finishes a report, he merely drops the tape into a mailbox. For

less than a quarter, it reaches the home office by air.

In Los Angeles, Bishop personally listens to each tape, jotting down pertinent data. If the report merits keeping, Bishop's notes or the tape itself can be filed. Otherwise he talks back to the salesman on the same tape. As a result, relates Bishop, paper work is slashed. "With the exception of price quotations, orders and general sales bulletins, we're putting everything on tape but the paycheck," he says. Results: (1) sales reports are now more comprehensive, enabling Westline to keep a "sensitive finger on customer pulse"; (2) the home office is developing a more intimate understanding of the salesman's attitudes and problems through such factors as tone of voice and off-the-cuff remarks; (3) since "talking

the report" gives the sales representative a chance to occasionally blow off steam, it results, Bishop thinks, in a better adjusted salesman.

Other sales organizations, such as The Pepsi-Cola Bottling Co., The Ohio Crankshaft Co., Rubberset and General Motors, are discovering that magnetic recorders of the tape, wire and plastic disk breeds, can efficiently and economically perform a variety of sales tasks that heretofore consumed valuable time and a lot of money. Among the areas where recorders are going to work: (1) sales training; (2) field reporting; (3) expense accounting; (4) sales meetings; (5) p-o-p selling; (6) gathering market data—to name but a few.

Recent discovery of seemingly endless uses for recording devices in various marketing areas is bringing the recorder manufacturers no bad news. Arthur J. Palmer, president, Ampro Corp., predicts that industry-wide sales in the tape recorder field alone will rocket to \$200 million annually by 1956. A large part of that volume (estimates vary from 35 to 60%) will undoubtedly come

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BATTERY OF MAGNETIC RECORDERS—eight of them—are digesting and memorizing sales talks. Combined Insurance Co., Chicago, uses recorder bank to mass produce sales talks which will later be distributed and used in company's sales training program.

from sales organizations and other businesses who've discovered the practicality of using the equipment in the field, rather than confining the devices to desk-side use in the home office or in the residential rumpus room.

Tape and Ice Cream

One of the most imaginative uses for tape comes from the mid-west district of The Borden Co. Borden's famous Elsie the Cow can now talk.

Norman D. Harris, manager of Borden's ice cream plant, Toledo, O., was building an Elsie head display in a drug store one day in November, 1951. As he flipped the switch that started Elsie's cud-chewing mechanism into operation, the juke-box in the back of the store began to play. It seemed to Harris, after watching and listening, that the moving jaws of Elsie synchronized perfectly with lyrics from the juke-box.

Harris contacted Bernard Cousino, Cousino Visual Education Service, Inc., Toledo, and asked him if he could endow Elsie with vocal cords by putting a small tape-player inside Elsie. Cousino promptly installed a "Message Repeater," made by Mohawk Business Machines Corp., New York City. The pin-size player wired for sound, repeats brief taped messages over and over, automatically. To conceal it, the Elsie head was converted into a full-length Elsie by the addition of an apron.

First talking Elsie was set up in a super market. Borden's half-gallon sales of ice cream "more than tripled," i.e., "Hello. Yes, I'm Elsie,

the Borden Cow. Say, did you ever realize how easy it is to whip special treats at any time . . . if you have a half-gallon of Borden's ice cream in your freezer . . . ?"

Now there are more talking Elsies around the country than you can shake a stick at, cooing 30-second sales messages every time a customer steps on a concealed floor-switch.

Since, Borden has found a wide variety of uses for talking Elsies: product sampling; store openings; product introductions; drawing attention to special displays and special sales; providing repeated messages at meetings or conventions. Talking Elsies have been used to introduce Borden speakers at meetings, to promote open houses at Borden plants, and to urge people to support community projects.

Dealers, impressed by customer reaction and increased sales, are inclined to give talking Elsies the choice of hard-to-come-by floor space. Borden's biggest problem now is not getting space, but in meeting demand for talking Elsies and persuading stores to release them once they've been installed. It costs an extra \$200 to give voice to an Elsie head.

Electronic Sales Meetings

Tupperware Party Plan, Inc., Orlando, Fla., a three-year-old firm holding 250,000 home parties monthly to sell its plastic housewares line, has found that tape and wire recordings increase the value of sales meetings. The company operates through 60 distributors (nationally) and 6,000 dealers, each "in business for himself." Jack Marshall, company

sales manager, reports: "After two large sales meetings, we discovered that no one was getting all of the vital information by note-taking. Today more than 90% of our distributors have tape or wire recorders."

Distributors at national sales meetings record the entire proceedings. When the distributor returns home he holds a meeting with his dealers, plays back and talks about the points which have been talked about and recorded at the national gathering. "A large percentage of the dealers in turn record what has been given by the distributor," says Marshall. "I believe," he remarks, "that tapes of all meetings should be listened to more than once." He says that he, himself, keeps a tape recorder in his bedroom to "record every good idea I might have while away from the office."

Dr. Charles L. Lapp, professor of marketing, Washington University, knows of a company that asks salesmen to tape-talk their weekly expense accounts into the home office, instead of filling out expense sheets in longhand. After several weeks of listening and tabulation, company executives were amazed to find that, across the board, salesmen's expense accounts had dropped by 20%. "Apparently," quips Dr. Lapp, "salesmen will *write* and lie, but won't *talk* and lie."

In Sales Training . . .

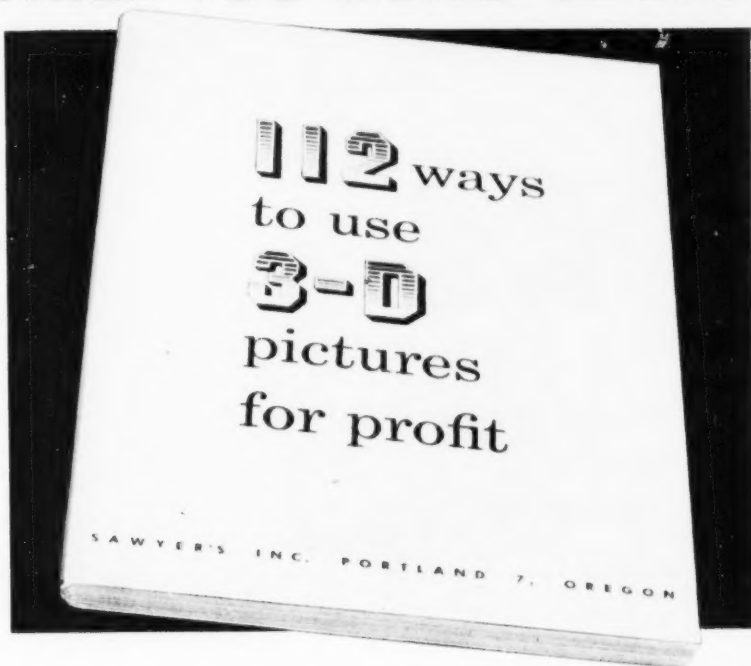
Larry Patterson, manager, The Pepsi-Cola Bottling Co., Santa Ana, Cal., began using tape recordings for training route salesmen more than three years ago. In evening sessions with salesmen, he poses the objections and questions most frequently raised by dealers—meanwhile recording the entire session—as the route men answer "customers" arguments.

When recordings are played back, route salesmen sometimes have reason to raise eyebrows, get to work on improved sales presentations.

Minnesota Mining & Manufacturing Co., St. Paul, Minn., makers of "Scotch" brand sound recording tape, believes in its own product, apparently because the firm has a well developed training program under Sales Training Manager J. S. Crockett, who uses not only tape recordings, but co-ordinates them with visual aids such as film strips, slides, flip charts.

As a test installation, 3-M equipped one of its divisions with a miniature battery-operated tape recorder. It is fitted into a standard sample carrying case which permits the sales supervisor to obtain an

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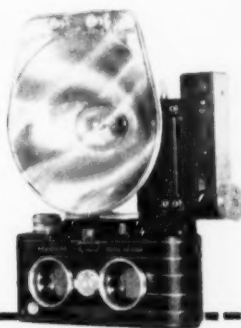
Address _____

City _____

Zone _____ State _____

Attention of _____

Position _____



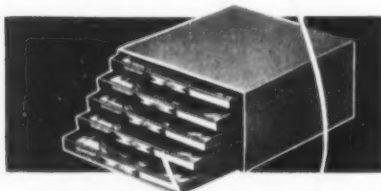


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actual listen-in on the new salesman's call. The recorder is completely concealed in the bag. At day's end, the sales supervisor listens to the tape, covers every detail of the new man's presentation. The company appraises the success of the listen-in method: It (1) insures complete coverage of the call, (2) provides self evaluation, (3) allows more calls, (4) provides improvement incentives, and (5) trains the sales trainer.

Combined Insurance Company of America has found wide training applications for recorders. All 43 divisions of the company use tape recordings for refresher training of more than 300 experienced salesmen.

The company uses two types of recordings:

(1) Master tapes with pre-recorded training material on them, to be used in sales training groups and conferences. These are designed for "listening only." (2) Blank tapes which the individual salesman uses for recording his own sales talks, play-back and self-criticism.

In memorizing sales talks and rebuttals for different policies, the salesmen are given a written copy of the sales talk, a tape recording of the sales talk, and a blank reel of tape for practicing the talk (one reel can be used over and over).

Typical of recordings devoted to the theory of selling are tapes on such subjects as "Renewing interest of a wandering prospect"; "How to complete a sale"; "Essentials of voice"; "Psychology of selling"; "Words in selling"; "Actions in selling."

Introducing a New Product

Another insurance firm, United Benefit Co., a fast-growing Omaha firm, used tape recordings to "kick off" a new policy sales program for

the upper income brackets. Policies sales soared. The company "called in everybody from the president on down" to make a 30-minute tape recording to introduce and explain the new policy, to show salesmen how to sell it, how to answer questions and arguments, and several methods of closing the sale.

Then top salesmen recorded their own successful sales presentations, answered objections. About 50 duplicate tapes were then made and sent out to all branches equipped with tape recorders. Was the program successful? United Benefit hopes to organize a library of "tested tapes."

Human Relations Tool

A recording application outside the specific field of sales but closely akin to management problems is the plan Weirton Steel Co., Weirton, W. Va., is working up, developing a "human relations training program" for the company's supervisory personnel.

In a series of meetings, the company will make use of recorders carrying pre-taped "cases" which will form the basis of discussion of human relations problems involving the "behavior, attitudes, motivations and frustrations of individuals."

According to Allen K. Heydrick, director of education and training, Weirton has used recorders for "several years" in a variety of training situations, including staff development, management development, foreman training and role-playing.

The new miniature recorders suggest endless applications. With one of these designed in a sample case, W. A. Taylor & Co. ("Old Smuggler"), New York City, recorded remarks made by dealers in response to salesmen's approaches. Tapes were later used as training fodder.

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Write for
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Dravo's Nine Points For Selling Today

No. 9: "Do not get panicky and discredit your competitor..."

A nine-point formula to meet tougher selling times ahead, was outlined by William K. Fitch, Chairman of the Board, Dravo Corp., Pittsburgh, in a speech at the recent annual meeting of Dravo salesmen and incorporated in a booklet just published.

Fitch, in the booklet entitled "Planning for Progress," advised his salesmen:

"1. Be sure your customers are being honestly treated and are satisfied.

"2. Know more about your products than your competitors know about theirs. Understand the engineering and economic angles of the proposition you are trying to sell.

"3. Sell the good name of your company as well as its products. Use the annual report to stockholders as a sales tool. People prefer to deal with a company of sound financial standing.

"4. Plan ahead—short range: to gain time and see more customers; long range: by realizing that customers take a long time deciding on the buying of capital goods and by helping them to do preliminary engineering and cost calculations.

"5. Help to keep the company's costs down. Low costs will keep sales prices competitive and help the salesman. Salesmen should also see that specifications do not handicap the Engineering Department and that they are received in ample time to prepare a competitive bid.

"6. Suggest new products to widen the field of your sales and your company's operations.

"7. Co-operate with the other divisions of your corporation. Familiarize yourself with their products and pass on to them any sales leads you might come across.

"8. Keep your morale high—no matter how bad the set-backs. Do not forget that every business has ups and downs, and that your company has survived them for many years.

"9. Never forget your business ethics. Do not get panicky and discredit your competitor, even if you have lost three orders in a row to him."

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- **LAWYERS**—Record evidence in the field at your client's premises. Obtain factual and complete witness reports, etc.
- **EXECUTIVES**—Dictate in your car all business matters while on trips for pleasure or business.
- **PUBLIC OFFICIALS**—Dictate complete field reports in your car. Obtain recorded opinions and expressions of Mr. Public in the field. Dictate your business reports while traveling.
- **POLICE SQUAD CARS**—Dictate accident reports right on the scene complete and factual. Include witness recordings at the same time. Have the complete story available by dictation.
- **ADVERTISING AGENCIES**—Use A.C. operated animated or illuminated displays in or on the car.
- **FISHERMEN & HUNTERS**—Use your electric razor on camping trips, operating in your car. Also small home radios and other electrical or electronic items.
- **CAMPERS**—Make your camping and outing trips more exciting using mix-masters, tape recorders, or wire recorders operating from your car battery.
- **WAREHOUSE & MATERIAL HANDLERS**—Dictate your inventory and material handling reports on the scene, in the warehouse, yard, or wherever you may be.

There is an ATR INVERTER for most applications for inverting D.C. Voltages (ranging from 6 volts D.C. to 250 volts D.C.) to 110 volts A.C. Specially designed for operating A.C. Radios, Tape Recorders, Wire Recorders, Dictating Machines, Electric Razors, Record Changers, Television Sets, Amplifiers, Address Systems, Radio Test Equipment and most small electrical and electronic devices FROM D.C. VOLTAGES IN AUTOMOBILES, BUSES, TRUCKS, SHIPS, TRAINS, PLANES AND IN D.C. DISTRICTS.

Additional information available upon request.

TYPE	Input DC Volts	AC Output 60 Cycles	Intermittent	Continuous	List Price	RECOMMENDED APPLICATIONS
6-LIF	6	110 volts	40	35	\$25.55	For operating small low-power AC motors, electric razors, small radios and small portable dictating machines having wattage consumption less than 35 watts.
12-LIF	12	110 volts	50	75	25.55	
6-RSD	6	110 volts	85	75	39.25	Recommended for operating small AC motors, Radio Sets, PA Systems, Amplifiers, and Radio Test Equipment having input wattage consumption within continuous output wattage ratings indicated.
12-RSD	12	110 volts	125	100	39.25	
6-ISQ-F	6	110 volts	85	75	49.95	Especially recommended for operating dictating machines, wire recorders, tape recorders, and small AC motors and electronic or electrical apparatus having input wattage consumption within continuous output wattage ratings indicated.
12-ISQ-F	12	110 volts	125	100	49.95	
6T-HSG	6	110 volts	175	150	96.45	For operating large tape recorders, wire recorders, PA Systems, amplifiers, and small TV sets having input wattage consumption within the continuous output wattage ratings indicated.
12T-HSG	12	110 volts	250	200	96.45	

See your jobber or write factory

NEW MODELS NEW DESIGNS NEW LITERATURE

"A" Battery Eliminators, DC-AC Inverters, Auto Radio Vibrators



AMERICAN TELEVISION & RADIO Co.

Quality Products Since 1931

SAINT PAUL 1, MINNESOTA—U. S. A.

INCREASE
SALES
EFFICIENCY!

DICTATE
SALES
REPORTS
ACCURATELY
AND
PROMPTLY!

SAVE
TIME!

A "sound" investment for you and your business

Revere "Balanced-Tone" TAPE RECORDER



dictation—speeches

Makes an easy-to-operate, low-cost dictation unit. Frees secretary for other duties! Permits you to perfect speeches beforehand by hearing yourself as audience does!



conferences—meetings

The perfect "secretary" at conferences and meetings. Records the entire proceedings, word for word, for review and discussion.



sales training

Easier way to absorb sales instruction, review important case histories. Gives salesmen opportunity to practice and improve sales technique.



at home

Records children's voices, home talent, concerts, radio and TV programs, home movie continuity, even "talking letters" to friends and relatives.

Through the miracle of capturing sound on tape this remarkable instrument permits you to get *more* done with *less* effort at *less* cost as well as providing countless hours of pleasure and recreation at home.

Incorporating a sensational new development—the "BALANCED-TONE" Control—with other exclusive electronic advancements, Revere has achieved a rich tonal quality heretofore obtainable only with professional broadcast equipment. Yet key-control operation is the easiest and simplest of any recorder. Included among its many outstanding features are 2 hours of recording on each reel, lightweight portability and magnificent styling. See your Revere dealer today for free demonstration!

Revere T-700—Complete with microphone, radio attachment cord, 2 reels (one with tape) and carrying case.....\$225.00

TR-800—Same as above with built-in radio.....\$277.50

Special Studio Models—Speed 7.50


T-10—Complete with microphone, radio attachment cord, 2 reels (one with tape) and carrying case \$235.00

TR-20—Same as above with built-in radio.....\$287.50



BASS-REFLEX SPEAKER

For use in auditoriums and schools where ultra-fine musical reproduction is required. Large 12" speaker gives exceptional bass response and wide range. Unit designed as a console base for the recorder. Lightweight; portable. With plug and 25-ft. cable.....\$49.50

REVERE CAMERA CO.  **CHICAGO 16, ILL.**
SALES MANAGEMENT

How to Put More Pull Into "Help Wanted" Ads

Why are more companies now using display space? How do they describe their jobs? Where do employment agencies fit into the picture today? Are you overlooking talent?

BY WILLIAM H. MEGARY
Executive Director, Buttrick & Megary

In today's tight manpower market why do some companies seem to have little difficulty in adding sales engineers to their staffs?

Today, all good salesmen, all mediocre salesmen and many order-takers are employed.

Most companies are their own best recruiting grounds for sales engineers and either don't know it or fail to explore the possibilities. In the past decade large industries have added an increasing number of technical graduates to Research and Development, Engineering, and Production Divisions. Today, however, sales are becoming a primary consideration and one of the important jobs of your Personnel Division should be to appraise all young engineers for sales interest and sales potential.

Because of the shift of emphasis from Production to Sales, many bright young engineers who now work in Engineering or Production are becoming restless. They are noting that better opportunities are available in sales careers. They are envious of the sales engineer whose income potential is much greater than that of most technicians. But these young men do not go into their own employment offices and ask for a transfer—they go to employment agencies.

Rather than jeopardize their present employment by letting their employers know that they are not entirely happy at their jobs, hundreds of young engineers slip out at lunch time to see employment counselors in private agencies. This trend is so great that agencies specializing in sales personnel are experiencing a real boom.

Our firm, for example, has had a large increase in sales engineer traffic during the past six months. These young engineers are applying to professional placement sources rather than to their own companies because:

1. Their present companies seldom provide the necessary facility.

2. They can quickly and accurately assess their marketability in the technical sales picture.

3. Their problem can be resolved without jeopardizing their present job.

It may be interpreted as a direct stab at our own best interests as personnel placement specialists, but here's what you should do about this leaking out of engineers from your company's various departments:

1. Survey: Have your own Personnel Division make an organizational study of potential sales engineers within your various departments.

2. Evaluate: Provide any young engineer, who is both interested and qualified, an opportunity to be considered a candidate for product selling.

One of the prime uses of your Personnel Division in a tight manpower market is not outside procurement but the analysis, inventorying and utilization of existing manpower from within.

A novel approach to the problem of sales recruiting is a recruiting contest. It has recently been used successfully by at least one company (which prefers to remain anonymous for competitive reasons) and should be tried by many more. The contest offers prizes for the employee who turns in the greatest number of acceptable job applicants. There are two great values in a recruiting contest:

1. Contacts: Your salesmen come into closer contact with other salesmen than almost anyone else and can give wider distribution to your recruiting drive. They know who are good salesmen, who is seeking a new position or might be induced to seek a new position. They know what type of salesmen your company prefers.

Built to Last!

... WITH THE FEATURES
YOU ASKED FOR!



THE NEW **DuKANE** *Tru-Fidelity* **TAPE RECORDER**

Before you purchase a tape recorder, be sure to investigate the new Du Kane *Tru-Fidelity* Tape Recorder. Designed for the *continuous* eight hour-a-day service demanded by professional people. Easy and simple to operate for maximum true fidelity reproduction of voice and music. Rich in advanced facilities that multiply its usefulness. Compare these features:

- Two Speeds: 7 1/2 and 3 3/4 • Dual Track
- Keyboard Facility Selector • Tape Counter • Positive Safety Erase • "Magic Eye" Recording Level Indicator • Rugged Tape Mechanism • Tape Copying Facility
- Separate Treble and Bass Controls
- Public Address System • 7 1/2 Watt Amplifier • Easy Tape Loading • Storage for 8 reels.

It's New! Write Today for a
FREE DEMONSTRATION!

DUKANE CORPORATION

Dept. 6M113—St. Charles, Illinois.

☐ Please send me full details on the
DuKane "Tru-Fidelity" Tape Recorder.

Please arrange a free demonstration.

Name _____
Address _____
City _____
State _____

ESTABLISHED AS "OPERADIO" 1922

TRAIN WITH DUKANE

**FOR A
TERRIFIC
DEAL
BUY**

ORCHIDS

FOR SALES PROMOTION

DIRECT from

ORCHIDS OF HAWAII, INC.

**NATIONAL
SALES OFFICE**

54 WEST 56 ST.
NEW YORK 19, N. Y.

TEL: JUDSON 6-8950

GROWING FIELDS & PACKING
PLANT IN HILO, HAWAII

**Westinghouse
TELEVISION
BECKER BROS.**

Another Plastilux "500"
illuminated sign
designed to identify
dealers across
the country for
Westinghouse Electric Corporation

SIGNvertising®

the science of selling with signs

NEON PRODUCTS, INC.

America's largest and most experienced
manufacturers of illuminated signs.

700 NEON AVENUE

LIMA, OHIO

2. Pride: You can't sell your company to a job prospect without selling your company to yourself. In trying to interest a salesman in your company, you have to sell him on the merits of the position with your company. This means that each salesman on your staff has to take stock of all good points a position with your company offers. He then takes pride in his company for he has added up the benefits he enjoys. Thus, morale in your sales force is lifted when salesmen become part-time recruiters.

Recruiting contests are inexpensive and simple to operate. Cost of prizes is easily offset by savings in other recruiting methods that might not be as productive. Advantages in morale-building of your present staff cannot be estimated in dollars and cents, but they are considerable.

For a complete program to get the most out of dwindling sales manpower, you should take advantage of these recruiting procedures:

1. Advertising: Use more display space and less classified space in appealing to job applicants. Put more *sell* into your copy. Sell your company as you would sell your product. If at all possible, use your company name in the advertisement. A man with a job hesitates to respond to a blind advertisement for fear of complications with his present employment.

2. Community relations: Look into your community relations program. Do you have one? Is your present program functioning effectively? Strengthen your community relations and the likelihood of more direct job applications is substantially increased.

3. School relations: Start or expand your college relations. Go to more schools and institute long-range programs for recruiting graduates. Don't be snobbish in selection of schools. You can't afford to ignore small schools, for good potentials exist in graduates of small schools as well as large.

4. Contests: Make your present staff part of your recruiting team. Let your salesmen know you are seeking additional members for your staff; let them help you. In addition to bringing in applicants, your salesmen's knowledge of your recruiting program will allow you to run signed instead of blind advertisements.

5. Agencies: Take advantage of professional personnel consultants' contacts with current job-seekers, and their experience in manpower placement. Make it a point to determine the agency that can do the most effective job for you in each metropolitan market. Stop in to meet agency personnel whenever possible. If recruiting sales engineers is important to you, don't attempt to do it by a stereotyped letter or a short telephone call.

An employment agency's greatest value is to be able to translate the existing market for you. Since there is no current college graduate market, agencies undoubtedly will suggest to you "first bouncers," those college graduates with one or two years' experience who are both qualified and interested in changing their career course. Or they may be able to suggest returning veterans or reservists who have had previous training that would lend itself to consideration in meeting your requirements.



"I'm sorry, Sir; I didn't know you were out!"

SALES MANAGEMENT



IMPACT OF PROFESSIONALLY designed company sponsored magazines compare favorably with consumer magazines. Neither looks like an advertising piece, yet the company publication aims a rifle-shot advertising medium to an audience that can't be duplicated—at a price more economical than most advertising media.

How to Edit and Distribute A Company-Sponsored Magazine

But, first, how does this kind of publication differ from a "house organ"? Who uses it? How much does one cost? It is part of the revolution in direct mail dealer help.

**BY A. M. ANDERSEN • Vice-President
The Reuben H. Donnelley Corp.**

The dramatic rise of company-sponsored magazines in the past 15 years is one of the most important phenomena in advertising and promotion history. These publications may be defined as magazines published by a company for its retail dealers' customers, and containing editorial material and advertising directly related to a dealer's product. The most successful of these magazines have four functions:

1. They create a desire on the part of the dealer's customers to know more about the product, to see it personally.
2. They serve as a vehicle for showcasing a dealer's entire product line.
3. They serve as a means for identifying a national advertiser with

a local dealer, and vice versa.

4. Highly important, they achieve maximum impact because they secure a temporary monopoly of the reader's attention.

While a wide variety of companies in many industries have used outside-circulated magazines successfully, they have been most successful when published by multiple-line companies, or by those manufacturers who have products selling at large unit prices. There are hundreds of these publications whose circulations—both individually and collectively—rival the circulations of the largest consumer magazines.

United States Gypsum Co. has enjoyed very favorable experience with its pioneer publications, *Popular Home* and *Business of Farming*.

Typical of the large unit price sale is the Ford Motor Co., whose *Ford Times* has effectively stimulated desire for travel and recreation—and Ford cars.

Because of heavy production costs and the necessity of securing broad dealer cooperation, company-sponsored magazines usually are undertaken by industrial leaders only. They can afford to pay for the "know-how" and have found that, when handled properly, a sponsored magazine will reinforce such a company's position with its dealers (especially when they are multiple-line dealers) and will help secure a valuable consumer franchise.

It's not easy to produce a successful company-sponsored magazine with adequate circulation, and quite a number have failed. Such a book must be planned as thoroughly as the marketing and merchandising program for a new product. Large sums of money are involved in developing and printing the book, and substantial losses can be experienced if it does not succeed.

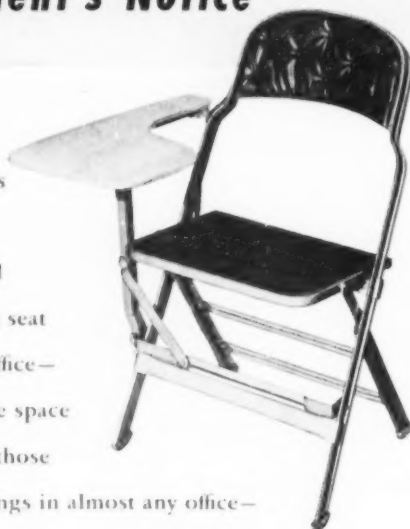
Through a careful study of the experience of companies which have launched sponsored magazines, it is possible to isolate a number of factors

Learn about Amazing Space Stretcher for

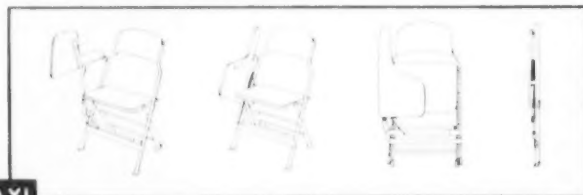
- Group Meetings
- Sales Meetings
- Conferences

**DOUBLE Seating and Table Space
at a Moment's Notice**

The new Clarin
Tablet Arm Chair that Folds
combines table and chair
in one. You'll be amazed
at how many people you can seat
comfortably in a small office—
and give each of them table space
as well. Thus, you can hold those
important group meetings in almost any office—
and arrange for it in a few moments. Undoubtedly,
you've wished for a chair like this many times. Now it's here!



FOLDS FLAT IN 3 EASY STEPS



WRITE TODAY!

Our Free illustrated Folder will give you full details and description of this wonderful, space-saving chair. Quality built—gives years of service—folds to flat 5-inch depth for fast, safe stacking in minimum space. An engineering gem—

others are trying vainly to imitate it. Foam rubber cushioning if desired. Write for FREE folder today!

Clarin Mfg. Co., Dept. 57,
4640 W. Harrison St.,
Chicago 44, Illinois.

Clarin

*There is a Clarin Steel Folding Chair for your every need.
New FREE Catalog of complete line on request.*

ENGINEERED QUALITY MAKES THE BIG DIFFERENCE IN FOLDING CHAIRS

which, together, help determine the success or failure of such a project. These include:

Management Support. This is perhaps the single most important element that governs the magazine's success—the attitude of the company's executives. If top management is convinced the project is valuable, it has a good chance of succeeding. If management is not sold on the idea, the book virtually is doomed to failure.

The reason is simple. A company-sponsored magazine must be sold to dealers in the same manner as a new product is sold. It is most valuable, of course, when the greatest possible number of dealers send it out on their mailing lists. Dealers must sense wholehearted approval of the project within the parent company.

Large Circulation. The primary objective in launching a new company-sponsored magazine should be to build volume circulation as quickly as possible. Dealer subscriptions are the life blood of such magazines, just as circulation revenue is necessary for the existence of a consumer magazine.

The price to the dealer must be reasonable enough so that the dealer will buy in substantial quantities. Moreover, the sponsor must be sure that he has designed a magazine of sufficiently high quality—paper, color, layout, printing, editorial content, and slant—to attract and maintain volume dealer purchases.

If a dealer has an average circulation in his area of 600 to 800, a manufacturer with 4,000 participating dealers will have a magazine of from 2,400,000 to 3,200,000 circulation. If the cost to the dealer is from six cents to eight cents per copy in the mail, and if the magazine is published six or eight times a year, a company may collect as much as \$2 million annually from its dealers for the magazine. It is obvious that a sponsor has an obligation to produce a product which will justify this expenditure on the part of the dealers.

Building large circulation is not a one-shot proposition. The dealer renewal rate of a successful magazine may be 85 to 90%, but this still leaves 10 to 15% of the circulation which must be replaced annually. In addition, even if the sales department does a good job, there will be some loss because of dealer mortality and resulting cancel-outs during the year.

Minimum Cost. It is essential that the sponsoring company hold down its expenses. The successful sponsor

SALES MANAGEMENT

usually absorbs only the fixed costs—editorial expenses, plates, art work, photos, layout, magazine sales portfolios, direct mail magazine promotion material aimed at dealers, sales incentives and merchandising material.

The price to the dealer should include at least the costs for printing, imprinting, handling, postage and paper. Larger circulation results in lower unit costs. Low costs make it possible for dealers to purchase in quantity. Large circulation provides adequate funds for building quality into the magazine and making it a better selling tool, besides making it unnecessary for the company to absorb sizeable costs.

The natural desire of a sponsor to approach the break-even point influences the size of the publication—and it helps to explain why the circulations of the most successful sponsored magazines are so large. Printing costs flatten out when two million circulation is reached. Therefore, many sponsors establish 2,500,000 as the circulation goal and base the price to dealers on this figure.

Editorial Interest. Experience of many sponsors indicates that a news magazine format will not sustain dealer (and reader) interest. The magazines enjoying great prestige are those in which editorial material is tied in closely with the sponsor's business.

A manufacturer in the floor covering industry, for example, would handle interior decorating problems in the same manner as do the shelter magazines, preserving a balance between the "how to" and the "what's new" types of editorial material.

The best test for a company-sponsored magazine: "Would a considerable number of readers *buy* the magazine if they had to, in order to get it?" The answer would be "No!" if high standards are not established and maintained; without these standards, the magazine will, sooner or later, fail.

Dealer Advertising Representation.

In order to maintain continued dealer support, it is essential to give dealers adequate advertising representation in the magazine. Successful sponsors almost invariably devote the entire fourth cover to the dealer and, in addition, permit him to print almost any message in that space. Other imprinted ads ordinarily should be available in other parts of the magazine, such as the inside front cover.

Since success is dependent upon substantial dealer participation, it is important that the dealer be given

"THIS IS THE ONE GIFT I KEEP RIGHT BY MY DESK!"

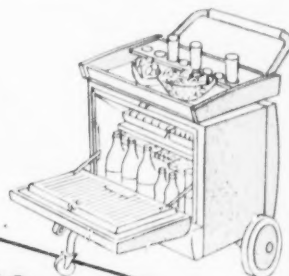


Wonderbar... here's a gift that will be used day after day... a handsome, practical addition to home or office! Wonderbar holds an impressive supply of refreshment... chills snacks, mixers, drinks, and food... freezes ice cubes on the spot! It makes a permanent entertainment center atop the base cabinet... or rolls anywhere on the smart Wondercart. Wonderbar comes in mahogany, white or blond finish or may be painted to match any color. An outstanding solution to the unusual gift problem... a dramatic gift that won't be duplicated.

Servel Electric Wonderbar"

PORTABLE SILENT REFRIGERETTE STYLED AS SMART FURNITURE

5-year warranty on silent freezing system. AC-DC, 12 to 230 volts. Mahogany castor legs, Wondercart, and base cabinet, all optional. See it wherever fine appliances are sold, or write for the name of your nearest dealer.



P.S. When you're buying, why not order an extra one for yourself? Wonderbar would make a handsome addition to your office too!



The name to watch for great advances in
REFRIGERATION and AIR CONDITIONING

Servel Inc., Evansville 20, Indiana • In Canada, Servel (Canada) Ltd., 548 King St. W., Toronto, Ontario

MR. EXECUTIVE

Your Answer to a Perplexing Business Christmas Gift Problem



\$8.95
RETAIL
PRICE

Magikooler LEISURE CHEST

Every year business executives are faced with the problem of what Christmas gift to give valued customers that will have year round remembrance value. Here it is.

An aid to modern living that will win year round applause for the giver. Magikooler—handsome, sturdy, built for a lifetime of service, keeps food and beverages hot or cold for hours. Made in beautiful Hammered Grain ALUMINUM or RED or GREEN Enamel, with extra large capacity. Many office and home uses. The gift that truly keeps on creating good will because it keeps on serving. Don't be disappointed. Act now.

WIRE OR PHONE COLLECT
FOR QUANTITY PRICES.

METALCRAFT MANUFACTURING CORP.
Dept. A, 1025 Firestone Blvd., Memphis 7, Tenn.

Makers of
Magitwirl Spice Rack • Magitainer Waste Basket
Magikan Step-on Refuse Containers



Perfect
Gift for
Every
Executive

Custom Fancy Smoked TURKEYS

Give a gift of distinction—one that will truly flatter the recipient. Premium quality birds (U. S. Grade A table-ready), carefully dressed, then smoked with a rare, delicious flavor, are gifts of thoughtfulness for every holiday.

Each plump, broad-breasted turkey (goose or capon) is slowly processed under exacting controls to insure juicy perfection of flavor. No cooking necessary. Each bird shipped in re-usable polyethylene bag, dry-iced to insure arrival in frozen condition.

Attractively gift-wrapped, gift card enclosed. Shipped prepaid anywhere in the U. S. Send us your gift list, we will ship direct. Arrival in perfect condition guaranteed anywhere within Railway Express delivery limits.

CUSTOM FOOD PRODUCTS, INC.
701 N. WESTERN AVE., CHICAGO 12, ILL.

We will need:

— Smoked whole turkeys of _____ lbs.
ea., av. wt. 9-15 lbs. Price \$1.75 lb.
— Smoked whole geese of _____ lbs.
ea., av. wt. 6-7 lbs. Price \$1.85 lb.
— Smoked whole capons of _____ lbs.
ea., av. wt. 4 lbs. Price \$1.75 lb.

Your Name _____

Name of Firm _____

Address _____

City _____ Zone _____ State _____

good position and wide variety in his imprints and advertisements. The sponsor can show his interest in the dealer's welfare by offering him ads which will promote products other than the sponsor's.

The need for variety in ad copy varies according to the type of dealer. Franchise dealers in cars or tires, for example, will want advertisements that will bear down hard on their main product. But multi-line dealers, such as paint and hardware retailers, have innumerable products which they wish to promote at various times of the year. The successful sponsor gives them an opportunity to do so.

Store Traffic Builders. The company-sponsored magazine is the perfect vehicle for special offers which build store traffic. An offer in the magazine of a premium, booklet or free demonstration ordinarily will be very effective. The success of the offer will be enhanced, if, in addition, the retailer is supplied with window posters and banners, inside display materials, handouts and other devices to accentuate the special offer, once he is inside the store. Thus, an offer in a sponsored magazine should be part of a complete merchandising package to build maximum store traffic.

Sales Kits. Selling a sponsored magazine to dealers is a major operation. A sponsor's salesmen often are primarily product salesmen and are not experienced in selling publications. They need all the help their company can give them.

Before sending their men out to take orders, many companies have put them through complete sales training programs, replete with sound slidefilms, and demonstrations by competent instructors.

Sales kits are prepared which contain sample copies of the projected magazine, a dealer advertising selection book, a variety of supplementary merchandising pieces and a sales portfolio designed to carry part of the sales talk load.

Important, too, are various types of sales incentives, such as contests where circulation quotas are worked out in advance for each salesman and district. In some of the salesmen's bonus rating systems, if already existing, additional points may be awarded for performance in selling the magazine.

Reader Interest Surveys. Some sponsors have found that these surveys are valuable in helping to sell the magazine to dealers. For example, salesmen can gather and submit testi-

DELANO STUDIOS

31 E. 18th AVE., DENVER 2, COLO.

Specializing

In efficiently serving Business with unusual gifts of distinction.

MAY WE SERVE YOU?

Fabulous
Gift Idea



VIENNA'S HICKORY SMOKED TURKEY

So Perfect for —

BUFFETS — PARTIES

SMORGASBORD

'ICE BOX RAIDS'

Here's something TRULY DIFFERENT
for BUSINESS & SOCIAL FRIENDS.
MAYBE, an 'Extra One' JUST for YOU.

THESE SUMPTUOUS 'BIRDS' are delightful down to the 'Last Sliver'... Plump, full-breasted U. S. Grade A selected Turkeys, deliciously CURED with Rare Spices and Zesty Aromatic Herbs... Smoked to Perfection over Fragrant Hickory Embers and Flavor-Sealed to retain Tangy Tastiness... No cooking necessary — INSTANTLY Ready-to-Serve...

ORDERS FOR ONE, or ANY QUANTITY, may be filled through your favorite local dealer. If he CANNOT SUPPLY YOU, use ORDER COUPON below for Prepaid Shipment "Direct from Our Plant."

EACH TURKEY INDIVIDUALLY BOXED, with your Gift Card enclosed... All packing and shipping details carefully handled on YOUR schedule date.

STATE WEIGHT DESIRED for each VIENNA 'Hickory Smoked' TURKEY ordered. (Approximate sizes — 8, 10, 12 lbs.) Price delivered \$1.75 per lb. Shipment guaranteed within Railway Express delivery limits.

Satisfaction guaranteed, or money cheerfully refunded.

VIENNA SAUSAGE MFG. CO.

(Producers of Fine Foods for 60 years)

1215 S. HALSTED STREET (Dept. SM)

CHICAGO 7, ILLINOIS

(Operating under U. S. Govt. Inspection)

WHEN ORDERING DIRECT
USE THIS "SMOKED TURKEY" ORDER COUPON
(Or, own letterhead)

Please SHIP PREPAID One VIENNA TURKEY to me, or, the following number _____ to names on enclosed Gift list. Approx. weight each _____ lbs. @ \$1.75 per lb. Check or M.O. for \$ _____ enclosed

Name _____

Str. Add. _____

City _____ Zone _____ State _____

monials, evidence of results, and unusual application of ideas mentioned in the publication. This type of survey is most effective when it is done on a regional basis, since dealers are most impressed with results obtained in their own general vicinity.

Publication Schedules. Successful publications almost invariably observe rigid publication deadlines. This factor is just as important for company-sponsored magazines as for consumer publications, but more difficult to maintain. Here's why: All copies of consumer magazines usually are identical while sponsored magazines differ for each dealer. Since a variety of advertisements are used and imprints vary from dealer to dealer, time is consumed while the presses are stopped after each dealer's "run" and a new ad plate and imprint set up.

A company-sponsored magazine being mailed in behalf of a thousand dealers is not one magazine but, in a real sense, a thousand different magazines, mailed to a thousand separate and distinct lists. Thus, imprinting and mailing facilities must be ample for a large and inordinately complex mailing job.

List Compilation. As in all direct mail advertising, the single most important key to success in the case of the outside publication is the individual dealer's mailing list. Let me say emphatically that the dealer cannot be relied on to compile his own. He has neither the experience nor

the facilities. A mailing list service must be employed by the sponsoring company by which each dealer is supplied with an accurate list of his best potential customers.

An adequate list service will provide the dealer with prospects from the most desirable economic areas of larger communities; it will select home owners if they are the best prospects; it will limit mailings to auto owners for many products including the entire range of automotive products; it will break down auto owners by make and age of car, if such refinement is deemed necessary; it will permit geographic selection by neighborhoods or by blocks or streets.

Such a service can supply adequate lists to each dealer who can then, if he wishes, further refine it on the basis of his own knowledge of his market area.

While these publications offer many advantages, sales and advertising executives appear to be most impressed by their impact and high retention value. It has been revealed in many surveys that the sponsored magazine has the highest retention value and is more widely read by members of the family than any other type of mailing piece.

John G. Maynard, who directed the U.S. Gypsum's publications during their early years, and who currently handles the creative work on other retailer type magazines for other companies, feels that the impact of sponsored magazines compares favorably with consumer magazines.

Now head of Fulton Morrissey Co., Chicago advertising agency, Maynard said recently: "The representative sponsored magazine contains 16 pages of controlled editorial material, integrating a variety of ideas which could result in sales. When circulation is multiplied by the number of pages per issue and again by the number of issues per year, the number of impressions climbs to several hundred million annually."

Maynard says further that "sponsored magazines identify national advertisers and local retail outlets. They go out regularly. The dealer pays a major part of the cost. Moreover, with proper list selection, it is possible to virtually hand pick prospects in every participating dealer's community. The result is rifle-shot advertising of a type that can't be duplicated.

In essence, sponsored magazines represent a transformation of direct mail advertising into a publication service. Those magazines which have been properly handled more than warrant the time, effort and expenditure put into them.

"To the Road!"

"The American market is literally on wheels. This is not only due to the fact that we have three-fourths of the automobiles of the world: It is due also to a venturesome, optimistic restlessness and the willingness to change environments and take chances in the search for better living standards. Your market today isn't where it was yesterday, nor will it be tomorrow where it is today. A knowledge of how population⁵ is moving, where it is leaving, where it is going and how it is concentrating is essential to sound marketing policies and plans."

Vergil D. Reed, v-p and associate director of research, J. Walter Thompson Co., before the Boston Conference on Distribution.



To Win Friends,
Influence Customers

**GIVE MANOR TEXAS
FRUIT CAKE**



The Choice of Gourmets
the World Over!

No wonder lovers of fine foods everywhere acclaim the famous Manor Texas Fruit Cakes! Gorgeously decorated, they've a superb flavor because they're richer, more moist and tender—check-full (actually 83%!) of the choicest fruits and Texas pecans. Delicious Manor Texas Fruit Cakes are gift packaged in handsome, useful containers, depicting classic scenes from colorful Texas history.

Thousands each year find that Manor Cakes make inexpensive yet highly appreciated gifts for customers, employees, friends and relatives. Manor will gladly package, address and mail (postpaid) your cakes. Order one cake today as a sample, and we'll send you a quantity price list. Then, if you order 24 or more cakes, we'll give you full credit for the amount of the sample cake.

MANOR BAKING COMPANY

3535 Manor Way, Dallas, Texas

Please ship me one 3-lb. Manor Texas Fruit Cake, \$4.95 postpaid. I am to be thoroughly satisfied or my money will be refunded.

Company
Name

Street Address

City

State

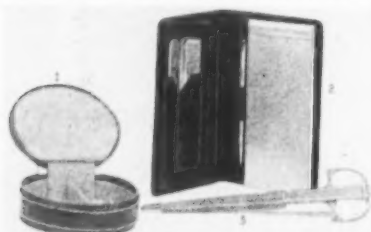
By

Title

NOW ... buy direct!

Introducing

GIFTS of CHARM Useful and Lasting ... at JOBBER PRICES



#1—Men's Stud Box—A useful gift in which they can keep their studs, collar stays, cuff links, buttons, jewelry, etc. Made of genuine leather, suede lined and saddle stitched.
Price \$2.00 each

#2—Men's Pocket Secretary—Fitted with gold plated mounted comb and file, mechanical pencil and pad, gold color cover to match. Made in genuine Morocco grain leather. Black or
Price \$3.00 each

#3—Imported Library Set—For men or women, home or office. Consists of forged steel scissors and letter opener. In genuine leather case.
Price \$2.25 each

All items gift boxed.

Free! 3 line firm imprint in 24 karat gold.

Above prices based on quantities of 50 and over.

In addition to the above illustrated items, we have a complete line of fitted and unfitted leather cases for men and women; fitted and unfitted brushes; desk items; smokers' articles and household gifts for the home.

Order Now!

Samples or further information cheerfully furnished upon request.

CHARM PRODUCTS MANUFACTURING CORP.
225 Lafayette Street
N. Y. 12, N. Y. • CAnal 6-8089

FREE

CONSTANTLY CORRECTED MAILING LISTS

Manufacturers, Wholesalers, Retailers,
Hotels, Collages and many others.

ALL LISTS ON PLATES
WE CHARGE ONLY
FOR ADDRESSING

100% Accuracy Guaranteed
Catalog on Request

SPEED-ADDRESS

48-01 42nd St., Long Island City 4, N. Y.
Stillwell 4-5922

When You're in the Red, Will a Price Cut Work?

Would a 5% reduction in sales price help you attain sufficient extra volume to offset your loss in dollar intake? How many more units would you have to sell to bring a profit?

BY WILSON T. SENEY

McKinsey & Co., Management Consultant

This Is Cost-Sales-Profit Picture:

	Jelly #1	Jelly #2	Total
Sales Income	\$100	\$200	\$300
Less:			
Variable Cost of Goods Sold	80	125	205
Variable Selling Expense	10	10	20
Margin after Variable Costs	10	65	75
Less:			
Fixed Manufacturing Cost	25	25	50
Fixed Selling and General Expense	10	10	20
Operating Profit (Loss)	\$(25)	\$30	\$5

If you are the normally optimistic sales executive, you probably think immediately of increased sales volume as a possible answer to the troubles indicated by the loss statement on Jelly #1.

Obviously, Jelly #1 could show a profit, instead of a loss, if volume could be increased sufficiently at the existing price. But how much additional volume is required to break even or to show a profit of, say \$10? Let's assume that existing income from sales of Jelly #1 is obtained from sales of 100 units at \$1.00 per unit. When fixed and variable costs are broken apart, the calculations for either answer are very simple.

Break-even Sales Volume

The equation is:

Margin after Variable Costs

Sales Income

X Required Sales

Volume = Fixed Expense

Letting "X" equal required sales volume, and using the figures in the above table:

$$\$10 X = \$35$$

$$\$100$$

$$10 X = \$3,500$$

$$X = \$350$$

Thus, \$350 sales income (350 units at \$1 per unit) will result in break-even. The proof follows:

Sales Income	\$350
Less:	
Variable Cost of Goods Sold	280
Variable Selling Expense	35
Margin after Variable Costs	35
Less:	
Fixed Manufacturing Cost	25
Fixed Selling and General Expense	10
Operating Profit (Loss)	\$ 0

Sales Volume for \$10 Profit

If you want to know how much Jelly #1 to sell to get a \$10 operating profit, the equation would read:

$$\$10 X = \$35 + \$10$$

$$\$100$$

$$10 X = \$4,500$$

$$X = \$450$$

SALES MANAGEMENT

Northern Ohio's Badge of Authority



These names arrest attention . . .

Reliable reporting of latest news . . . fast and accurate on-the-spot coverage . . . makes listeners kept tuned to WGAR.



CHARLES DAY

WGAR's news director dominates a dinner-hour audience at 6 with the DAY'S NEWS.

JIM MARTIN

Three early morning news casts have drivers and shift workers quoting Martin throughout the day.



JACK DOOLEY

Summarizes the day's news events daily at 5 P.M. and 11 P.M.

JACK PERKINS

Covers weekend news events; frequently features on-the-spot reports and interviews.



Able coverage by these top-flight newsmen, in Northern Ohio's oldest established radio news room, gives listeners what they want. No wonder they give WGAR the "badge of authority!"

In Northern Ohio

WGAR

THE SPOT FOR SPOT RADIO

Cleveland
50,000 watts

CBS

Eastern Office: at
665 Fifth Ave., N.Y.C.
Represented by The Henry I. Christal Co.
In Canada by Radio Time Sales, Ltd., Toronto

Thus, \$450 sales income (450 units at \$1 per unit) will result in an operating profit of \$10.

Effect of Price Decreases

Both of the above calculations have assumed increased volumes with no change in sales price. Suppose, however, that you decide that you must decrease sales price 5% in order to obtain increased volume. How much volume is required to achieve \$10 profit on sale of Jelly #1 at 95c per unit? The calculation, still based on the same equation, follows:

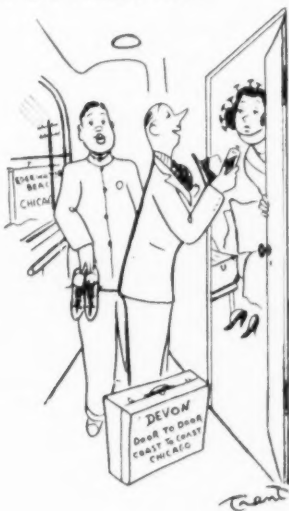
$$\$.95 X = \$35 + \$10$$

$$\begin{array}{r} \$95 \\ 5 X = \$4,275 \\ X = \$ 855 \end{array}$$

Thus, \$855 sales income (900 units at 95c per unit) will result in an operating profit of \$10.

In other words, a price reduction of 5% requires twice the volume to make the same profit. Although this example is somewhat extreme, it is by no means bizarre. Especially in low-margin businesses, where a small percent cut in the selling price represents a substantial percent cut in the profit margin, almost all executives are well aware of this effect of price reductions. It is in the higher margin businesses that sales executives are accident-prone in handling the trouble items in the line.

Why should they be accident-prone? After all, the formula for calculating required sales volumes is simple enough. However, the management control reports issued in many companies do not provide the proper figures for use in the formula. Orthodox income statements, for instance, do not distinguish between fixed and variable costs.



When Customers Tell Dealers:



It proves your messages have the ring of authority!

WGAR commands the respect of a large listening audience because of authoritative news reporting, outstanding shows and special events, both local and CBS. This buying audience is yours—to ring up results in cash registers!

ADVERTISERS GET

RESULTS ON WGAR

Sales results obtained through use of WGAR are reflected in the number of years both local and national advertisers have been with Cleveland's Friendly Station!

221 advertisers . . . 3-5 years
94 advertisers . . . 6-10 years
17 advertisers . . . 11-15 years
16 advertisers . . . over 16 years!

WGAR'S PLEDGE

Based on 23 years' experience, "WGAR secures from its staff and its clients, careful preparation and delivery of advertising messages to maintain high standards and good taste."

Listeners quote WGAR because they've learned to respect its voice of authority. We invite you to share the impact of this voice for your sales messages.

In Northern Ohio

WGAR

THE SPOT FOR SPOT RADIO

Cleveland
50,000 watts

CBS

Eastern Office: at
665 Fifth Ave., N.Y.C.
Represented by The Henry I. Christal Co.
In Canada by Radio Time Sales, Ltd., Toronto

**DON'T PAY
PREMIUM PRICES
FOR SELECT
CHRISTMAS FRUIT!**



**BUY finest fancy
California
ORANGES**
IN CARLOAD LOTS
1054 CARTONS PER CAR
75 to 100 BIG ORANGES PER CARTON

DIRECT FROM GROWERS
Save on PURE GOLD Brand

**SPECIALLY SELECTED.....
JUST RIGHT FOR CHRISTMAS!
LARGE CALIFORNIA NAVEL
(SEEDLESS) ORANGES FOR
ALL YOUR CUSTOMERS.
BELOW STORE PRICES PER CAR.**

\$4163.³⁰ East of Mississippi

\$3952.⁵⁰ West of Mississippi

Delivered to your Siding (or ours)
at all Major Cities.

**SEND YOUR PURCHASE ORDER
and SPECIFY DELIVERY DATE.**

*Special INDIVIDUAL Express
Offer TOO!*

WE MAKE INDIVIDUAL
CARTON EXPRESS SHIPMENTS
TO YOUR GIFT LIST. ASK
US FOR PARTICULARS AND
PRICES GUARANTEED.

MUTUAL ORANGE DISTRIBUTORS

(Growers Co-Operative)

REDLANDS, CALIFORNIA.

FINEST CITRUS: SINCE 1906

Reference: Bank of America

Redlands, California.

ORDER BEFORE DEC. 1st

Worth Writing for . . .

**Booklets, Surveys, Market Analyses, Promotional Pieces
and Other Literature Useful to Sales Executives**

Eating Up \$10 Billion a Year:

Market analysis made by *American Restaurant Magazine*, which reveals that restaurants comprise the nation's third largest retail industry. Americans spend \$10 billion "eating out" each year. . . . Commercial restaurants do 61% of this business, or almost \$6 billion annually as compared to 8% for hotels and 4% for hospitals. . . . 55,000 leading restaurants handle 79% of this dollar volume—approximately \$4.5 billion. . . . Restaurants get 7 cents of every dollar spent by the consumer, 17 cents of every out-of-town visitor's dollar, 21 cents of every dollar spent by the consumer for food, and 28 cents of every food dollar spent in the nation's 34 largest population centers. . . . The size of the restaurant industry has multiplied five times over 1919. Included is a breakdown of the institutional food field; figures on how much and what food restaurants buy; information about how restaurants buy and how to reach the market. Write to Don Gridley, Advertising Manager, *American Restaurant Magazine*, 5 S. Wabash Ave., Chicago 3, Ill.

The Georgia Market:

A summary of market data on the sales potential in Georgia, prepared by *The Atlanta Journal* and *The Atlanta Constitution*. There are 1952 figures (and the percent of change since 1942) on: population and number of families in the Atlanta-Metropolitan Area (Fulton, DeKalb and Cobb counties); Atlanta and retail trading zone (60 counties); the State of Georgia; Effective Buying Income of the people; how they spend (Retail sales of the state are \$2,692,865,000, an increase of +236.6% since 1942; sales per family are \$2,879.) In addition, there is a complete breakdown of the *Journal* and *Constitution* combined daily and Sunday circulation in Georgia's 190 towns of 1,000 or more population, in 92 urban towns of 2,500 or more population, in 98 towns of 1,000 to 2,500 population, in

Georgia's 159 counties. Write to George Biggers, Jr., Advertising Director, *The Atlanta Journal* and *The Atlanta Constitution*, Atlanta, Ga.

Radio Listening on the South Plains:

A factual booklet put out by KSEL Radio Station, Lubbock, Texas. In it are two fact sheets which provide data on the 44,756,000 U.S. families who have one or more radios—a total of 105 million radio sets in working order (2.5 sets for every family); the kinds of radios and the places where people use them; number of people tuned in to radio at any moment; number of new radio sets purchased in 1952. Listed are the 36 South Plains counties covered by KSEL, giving the total families owning one or more radios, and the percentage of radio ownership saturation. Figures were compiled by the Nielsen Coverage Service. The counties listed are those within primary and secondary area of KSEL's coverage—those in the normal Lubbock trade area in which KSEL predominates. Included are the 1952 Effective Buying Income estimates for each county—net dollars, per capita, per family—as shown in the May 10, 1953, *SALES MANAGEMENT Survey of Buying Power*. Write to M. M. Rochester, General manager, KSEL, Lubbock, Tex.

Bait for Fishing for Sales:

A study made by Universal Match Corp., which takes into consideration the differences and the particular requirements of industrial advertising. It presents distribution plans for book match advertising which have been proved by use to build good will; fill the gap between sales calls by being mailed to customers and prospects; create better employe relations by selling plant safety, credit unions, Savings Bonds, etc.; attract buyers at conventions and trade meetings; publicize special events; back up other advertising; make visitors welcome.

SALES MANAGEMENT

Announcing...

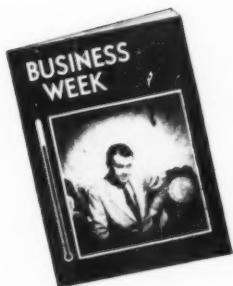
effective January 2, 1954

**COMPLETE STARCH REPORTS WILL BE
AVAILABLE ON EVERY ISSUE OF BUSINESS WEEK**

In an effort to provide advertisers and agencies with more factual information with which to evaluate the readership of their advertising, Business Week has requested Daniel Starch and Staff to increase the number of issues surveyed in 1954 from 26 to 52. These surveys, conducted by personal interviews among Business Week subscribers, are made available by the Starch organization to advertisers and agencies on a regular subscription or per-copy basis.

AN EXCLUSIVE BUSINESS WEEK SERVICE

Business Week alone among the general-business magazines provides advertisers and agencies the opportunity to study complete Starch reports in order to measure the readership of their own and other advertisements in its pages. This continuing program was instituted nearly five years ago by Business Week as a contribution to the better understanding of advertising appeals, as well as layout and copy techniques. The expanded program for 1954 assures you of our continuing determination to help further this understanding by every available means.



BUSINESS WEEK

A McGraw-Hill Publication

330 West 42nd Street

New York 36, N. Y.

YOU ADVERTISE IN BUSINESS WEEK WHEN YOU WANT TO INFLUENCE MANAGEMENT MEN

LET'S FACE FACTS!



- Ranking 22nd in the nation
- Over a billion dollars annual buying power
- More than 700,000 population

SAN DIEGO IS AN ISOLATED MARKET

- 125 miles South of Los Angeles — 33 miles greater than the distance from New York to Philadelphia

SAN DIEGO IS A CONCENTRATED MARKET

- City and suburban population concentrated within 15 miles of the Civic Center — easy to merchandise with a small sales force

SAN DIEGO IS SOLD WITH THE SAN DIEGO UNION AND EVENING TRIBUNE

- Saturation coverage of over 90% of San Diego homes



REPRESENTED NATIONALLY BY THE WEST-HOLLIDAY CO., INC.

One section is given over to special packaging, showing how to add showmanship to the salesmanship of book match advertising. Examples: the replica wrap with which book matches take on a four-dimensional form when distributed in a package symbolic of a company's products and services; a "show window" dispenser package which dispenses one book at a time with the printed message on it, while it keeps the others visible and firmly in place; de luxe distribution cartons — printed and plain — that make a good impression on customers and prospects whether mailed or distributed by salesmen; cellophane wrappings which dress up advertising in a handy package to use as a business card. Included is a list of leading companies, together with reproductions of the book matches they are using and their letters about the results of their campaigns. There is information about new features in book match design, such as the moisture-resistant striking strip; smooth, safe lighting qualities; distinctive sizes, etc. Write to Angus B. Woodbury, Advertising Sales Promotion Manager, Universal Match Corp., 1501 Locust St., St. Louis 3, Mo.

The Small-Town Market: Eighteenth annual reader survey conducted by *Grit*, which is a continuing study designed to give facts and figures to use in checking sales of products and testing advertising in Small-Town America. It is a complete picture of buying habits, brand preferences, occupations, and other facts. For most classifications, a five-year comparison is available, covering the automotive field, drugs and cosmetics, grocery products, home appliances, tobaccos and miscellaneous products. Some of the highlights: 81% of the families own one or more automobiles—Ford, Chevrolet and Plymouth being 1, 2, 3, with Pontiac a good fourth; 88.5% buy margarine instead of butter, with Blue Bonnet, Nu-Maid, Mrs. Filbert's, Parkay and Nucoa leading; 81.2% buy cigarettes, and preference for Camels is more than 2-to-1 over the second brand, Lucky Strike. Kellogg Co. brands lead in the cold cereal classification. For the first time the *Grit* survey gives a separate breakdown for dry and canned dog foods and tabulations indicate that both kinds sell well. Gaines leads all other brands, but has dropped from 24.8% in 1951 to 10.1% in 1953. Copies are available only to national advertisers and recognized advertising agencies. Write to Gilbert F. Whiteley, Advertising Manager, Grit Publishing Co., Williamsport, Pa.

SALES MANAGEMENT

Total advertising expenditure for 1953
is hell-bent for the \$8 Billion mark . . .
the biggest year in the history of advertising —
with indications of still further gains in the coming quarter.

Everybody's talking, writing, getting excited
about it . . . saying:

**It's first and foremost the result
of today's fierce competition, hard sell.**

. . . saying, in so many words, that

Advertising goes UP as the SALES EXECUTIVE Bears DOWN

SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

FORT WAYNE NEWSPAPERS

**worth with advertisers
in getting action!**

100% merchandising co-operation . . . to help general advertisers to get quick action on their advertising. Write for details.

**Indiana's
"GOLDEN ZONE"
Market**

This brand-new market data book contains complete up-to-date data on the entire 13-county (ABC) Fort Wayne area—population, retail sales, buying income, etc. Highly valuable in setting up sales and advertising programs. Write for your copy today.

**THE NEWS SENTINEL
THE JOURNAL-GAZETTE**

Fort Wayne, Indiana

Represented nationally by
the Allen-Klapp Co.

*FREE KNIFE!

mail coupon for
this famous



GITS
Business Getter

Sliding
blade gives 4
blade lengths.
Retail \$5c

ACCURATE PERFORATING CO. INC.
1181 South 44th Avenue
Chicago 24, Illinois

Illustrates firm
name imprint
for year long
remembrance

No obligation . . . it's
free . . . a beautiful,
always useful, GITS
Sliding Blade Knife to
acquaint you with GITS
"Business Getters." Unique,
appropriate gift items for
your customers this Christmas.

*Free to business firms—attach letterhead

GITS MOLDING CORPORATION
4600 W. Huron St., Chicago 44, Ill.
Send me free GITS KNIFE and name of Adver-
tising Jobber to show GITS "Business Getters."

Name _____ Title _____

Company _____

Address _____

City _____ Zone _____ State _____

SM
1153

What a Purchasing Agent Expects From Salesmen and Their Bosses

(continued from page 25)

—a tremendous saving over the machined part. Only a fully informed, completely prepared salesman is in a position to render that sort of service.

Why are our salesmen not so prepared? The facts point to only one answer: the responsible sales executive too often fails in his prime function which is the training, the motivation, and the management of men.

Returning to the selling of boxes: some companies prepare their salesmen by sending them through their plants to study the paper, ink, and box-making phases of their operations for three to six months before their selling training starts. Other companies—in the majority, I say with sorrow—send salesmen out after a day or two's talk in the office. If any training is done it is by the customer.

Compared with this inadequate preparation and fundamental ignorance of the product being offered the faults or failures of the salesmen who call on us may be called minor irritations. But they may be worth listing since minor irritations often repeated may lose a sale or a customer.

Gossip Is a Pike

Some salesmen call too often, talk far too much, and wear out their welcome. The village gossip is a piker compared to some salesmen.

Calls are made without a program. We sit waiting for something of value to be unfolded . . . and usher the man out with the suspicion that the call was made so that the salesman could report to management that he had made so many contacts that day.

Handing out gratuities is something to which we take exception. Whether it is a matter of football tickets, Christmas presents, or other "tokens of appreciation" to the P.A., the buyer-seller relationship is weighted by acceptance and we, for one, make it a point to discourage such favors.

Failure of salesmen to make prompt adjustment of errors in information submitted, or of change necessitated after an order is placed may seem trivial but can cause much annoyance as well as waste effort. The salesman inadvertently may have given a wrong quotation. The delivery date may have changed after the order reached the manufacturer.

The salesman forgets, or takes his time to notify us. Or we have called his attention to omissions on shipments or some other discrepancy and there is the same forgetfulness or delay in his transmission of the facts to his principals. These may seem slight matters, but in a big company like ours, often repeated as they are, they can add up to a mountain of paper work or clerical work before they are corrected.

Again, I do not blame the salesman. It is the responsibility of the sales executive to make sure that his men in the field understand the importance of these details and set up his work so that it is easier for him to attend to them than not to. A manufacturer whose sales department knows how to save his customers unnecessary clerical detail has a powerful selling point.

A personal experience of many years ago may illustrate what I mean. Of the companies that we were dealing with on a certain commodity I began to observe that the volume of one was steadily increasing over the years while that of the other was as steadily decreasing insofar as our buying was concerned. It was not a very important item for us but the amount involved was important to them. We will call the company that was steadily selling us more Company A, and the one that was losing out, Company B.

Who Failed Here?

I asked the buyer in our department responsible for these purchases why A over a 10-year period had been getting more and more of our business and B less and less. He compiled a list of reasons and gave them to me. This included an experience of errors and omissions over the past six months by way of example. It would be tedious to go into detail but what it summed up to was that we had so much trouble getting the "nuts and bolts" data on B's product, price, policy, and so on that there was constant exasperation. With A you could find out what was needed quickly and easily, often by a simple telephone call, and the facts given were accurate.

When B made a shipment, there would be substitutions, or he would overship, and the amount of paper work involved in getting the mistakes

SALES MANAGEMENT

corrected actually ran up into a lot of money. We did not have this trouble with A. It was just natural for a buyer to take more and more from A.

One day I asked B's salesman if he had any idea why his firm had been getting less business from us. He said he had not. Foolishly (as I see it now) I imagined that Company B might like to know why they were losing ground with us. I called the sales manager and said I would like to have a talk with him. It took him two weeks to come to see me.

Failure by Management?

When he finally came I showed him a chart comparing A and B's sales to us. B's competitor, of course, was not identified. His company's falling line was in red. I asked him, "Do you know the reason for this?" He said, no, he had no idea. He seemed interested so we sat down and I gave him some of the reasons. I told him the troubles we had been experiencing with his company extended over a 10-year period and they were not diminishing. He said, "Can you give me a specific example?" Unwisely, in the light of what happened, I pulled out of my desk the list of annoyances and errors occurring over the past few months. Apparently willing to try to correct the situation, he left.

A little later he called me on the telephone and told me everything had been set right. Inquiry revealed that he had fired an inside salesman. "How long has he been there?" I inquired. "Six months," he told me. Six months—and I had emphasized that our troubles with that company had extended over a decade . . . 10 years in which they had been gradually losing our business.

I never saw that sales manager again. He was a big man. But I had learned my lesson: never to tell anyone anything that would enable them to make a scapegoat of some poor salesman when the executive was to blame.

COMING . . .

Would They Make You President?

In **SALES MANAGEMENT**

November 10

NOVEMBER 1, 1953

"Topped the field across the board," says.....

NORFOLK AND WESTERN RAILWAY COMPANY
MAGAZINE AND ADVERTISING DEPARTMENT
ROANOKE, VIRGINIA

October 2, 1953

A. H. HORNBERG
MANAGER
C. D. PALMER, JR.
DEPUTY MANAGER
E. H. HARRIS
ADVERTISING ASSISTANT
D. G. DILLANEY
PUBLICATIONS ASSISTANT

The Wall Street Journal
44 Broad Street
New York 4, New York

Gentlemen:

About our industrial site advertising --

We consider The Wall Street Journal a "leader" in every sense of the word. We were quite sure of this when we first bought a heavy schedule in The JOURNAL. However, this summer to double check our decision, we carried out our own survey. We mailed the survey to 952 presidents of the top corporations in the nation. We received 618 replies.

The survey covered only three subjects -- subscriptions, read most, most helpful in your work. THE WALL STREET JOURNAL topped the field across the board. We were not surprised. *

Unless I miss my guess entirely, any industrial development campaign we carry on would have to include THE WALL STREET JOURNAL.

Cordially yours,

R. L. Hornberg

FRH/sr



The responsibilities and authority of important men make them especially responsive to The Wall Street Journal's business information. And this is true whether it's in the news columns or in the form of advertising.

If you have news for American business, be sure to include the medium that American business subscribes to . . . reads regularly . . . and considers most helpful.

ABC Circulation: 258,448 (6-mos. average, Sept. 30).

THE WALL STREET JOURNAL

Published at:

*NEW YORK
(Eastern Edition)
44 Broad Street

*CHICAGO
(Mid-west Edition)
711 West Monroe Street

*DALLAS
(Southwest Edition)
911 Young Street

*SAN FRANCISCO
(Pacific Coast Edition)
415 Bush Street

High Spot Cities

Retail Sales Forecast for November, 1953

Retail sales in November in the United States will probably total \$14.4 billion, a gain of three percent over last November. In comparison with the average gain of six percent registered by retail sales in the first half of the year, this smaller gain is a sign of a slow-down (though by no means a recession) in retailing.

The most notable signs can be seen in auto sales, which have fallen to the point at which some car producers have been forced to drop output levels in order to reduce retail inventories. Department store sales, too, have been disappointing, though hopes are still entertained that pre-Xmas sales will be the biggest in history. However, department store sales over the past three months have failed to match last year's performance, in contrast to the first six months of this year, when

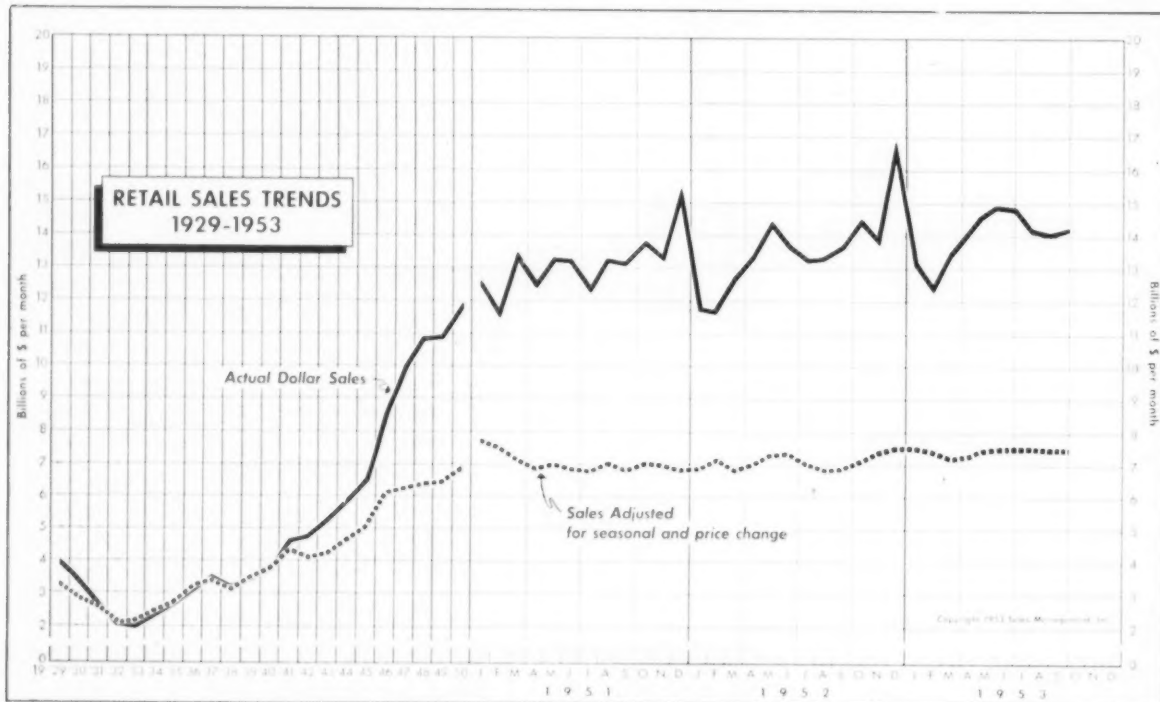
the rate of increase was five percent ahead of the first half of last year.

Among those states expected to report better-than-average performance for this November as opposed to November of 1952, are: Florida, Indiana, Kentucky, Michigan, New Jersey, and Ohio.

The leading cities, those with a city-national index well above average, are: New London, Conn., 117.1; York, Pa., 116.9; Jackson, Mich., 116.5; Royal Oak-Ferdale, Mich., 116.4; Flint, Mich., 115.7; Portsmouth, Ohio, 115.3; Lorain, Ohio, 114.8; Riverside, Calif., 114.0; Evansville, Ind., 113.5; Long Beach, Calif., 113.3; Detroit, Mich., 112.0; Knoxville, Tenn., 111.7; Gary, Ind., 111.6; Portland, Me., 111.0; Grand Rapids, Mich., 110.8; Los Angeles, Calif., 110.5.

The SM Research Department has for many months been engaged in extending the list of high spot cities to include the central cities of a number of metropolitan areas which had not been previously represented here. Cities recently included are: New London, Conn.; Lafayette, Ind.; Davenport, Iowa; Lake Charles, La.; Monroe-West Monroe, La.; Hagerstown, Md.; Brockton, Mass.; Port Huron, Mich.; Duluth, Minn.; Joplin, Mo.; Poughkeepsie, N. Y.; Hamilton, Ohio; Lima, Ohio; Lorain, Ohio; Middletown, Ohio; Portsmouth, Ohio; Hazleton, Pa.; Williamsport, Pa.; Abilene, Texas; Laredo, Texas; Port Arthur, Texas; San Angelo, Texas; Texarkana, Texas-Arkansas; Tyler, Texas; Danville, Virginia; Bellingham, Wash.; Everett, Washington; Kenosha, Wis.; La Crosse, Wis.; Oshkosh, Wis.

Sales Management's Research Department, with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country. Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.



Retail sales in November will total \$14.4 billion, reflecting a three percent gain over November, 1952. This volume of sales in terms of 1935-39 dollars is \$7.7 billion when adjusted as shown above.

The break between 1950 and 1951 reflects a change in the Department of Commerce definition of retail sales to include sales of outlets going out of business during the year.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index—1953 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in a market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1953 vs. 1952," is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1953 vs. 1952" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for This Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

A Pre-Release Service Is Available. SM will mail, 10 days in advance of publication, a mimeographed list giving estimates of retail sales in dollar and index form for the 200-odd cities. The price is \$1.00 per year.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1952 which equals or exceeds the national change.

How Important Is NORWALK, Conn.?

Norwalk is a big shopping center—listed by Sales Management as a metropolitan area—a market of 92,000 population.

Total income is 54% above average. Income per capita (\$2,217) is \$195 above Fairfield County—\$295 above the State, \$794 above the U.S. Family income (\$7,658) is \$491 above the County—\$825 above the State, \$2,572 above the U.S. Throughout the entire trading area of 92,000 people, family income averages \$7,167.

THE NORWALK HOUR, with dominating circulation in this high income area, is the surest way to get more sales for your advertising dollars. 15,252 daily circulation, 91% coverage of the city zone homes, 55% of the entire trading area.

The Norwalk Hour

Norwalk, Conn.

Represented by

The Julius Mathews Special Agency, Inc.

You Always Get More In Middletown

YOU ALWAYS GET a bigger market to work in.

The Greater Middletown market (Middlesex County) now has 70,600 people who are served every day by progressive merchants who tell their story through their local paper—The Middletown Press. YOU ALWAYS GET more money to shoot at.

Per Family Income now is \$7,553 compared to \$6,833 for the state and \$5,086 for the nation.

YOU ALWAYS GET more sales. Family Sales now are \$6,037 compared to \$4,385 for the State and \$3,584 for the nation.

YOU ALWAYS GET more market coverage.

No combination of incoming non-local papers can come anywhere near equaling the coverage of The Press.

YES

"You Always Get More
In Middletown"

THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.

C.N. NATIONAL REPRESENTATIVE
The Julius Mathews Special Agency

RETAIL SALES
(S.M. Forecast for November, 1953)

City	City	Nat'l.	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	November
1939	1952	1952	1953

UNITED STATES

391.6 103.0 100.0 14427.00

Alabama

Birmingham	441.1	97.3	94.5	37.70
★ Gadsden	567.1	103.0	100.0	6.06
Mobile	579.2	102.6	99.6	15.25
Montgomery	419.8	98.6	95.7	11.08

Arizona

Phoenix	621.6	98.4	95.5	25.43
★ Tucson	702.8	108.8	105.6	14.19

Arkansas

Fort Smith	484.0	98.8	95.9	6.51
Little Rock	392.8	100.7	97.8	13.77

California

Bakersfield	438.1	102.9	99.9	13.06
Berkeley	357.1	96.8	94.0	10.45
Fresno	429.0	95.0	92.2	19.54
★ Long Beach	529.7	116.7	113.3	38.81
★ Los Angeles	431.3	113.8	110.5	288.23
Oakland	354.0	95.4	92.6	54.65

RETAIL SALES
(S.M. Forecast for November, 1953)

City	City	Nat'l.	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	November
1939	1952	1952	1953

California (cont.)

★ Pasadena	482.0	109.6	106.4	22.72
★ Riverside	566.1	117.4	114.0	8.39
★ Sacramento	399.0	103.6	100.6	26.93
★ San Bernardino	513.9	109.9	106.7	11.96
★ San Diego	580.8	106.6	103.5	47.37
San Francisco	301.1	98.2	95.3	98.58
San Jose	420.7	98.5	95.6	16.58
★ Santa Barbara	429.3	109.6	106.4	8.53
Stockton	450.2	99.8	96.9	14.25
★ Ventura	434.5	97.2	94.4	4.07

Colorado

Colorado Springs	359.7	97.6	94.8	6.44
Denver	362.0	99.9	97.0	54.99
★ Pueblo	398.3	107.0	103.9	7.75

Connecticut

★ Bridgeport	406.2	103.2	100.2	25.53
Hartford	338.7	102.6	99.6	31.41
Middletown	387.4	96.9	94.1	3.94
New Haven	306.6	100.3	97.4	22.85
★ New London	395.8	120.6	117.1	6.54

★ PREFERRED ★

Stamford has been a **preferred** city in this High Spot List every month for nine years.

So far as we have been able to check, no other city in this list can make such a claim.

Stamford leads the big fellows because it's — 1st in family income (\$8,282) among the 200 largest cities of the country—gives advertisers a bigger return for their investments.

Stamford's family retail sales of \$5,072 are also in the top bracket—42% above the U. S. average.

The Stamford Advocate is the **preferred** way to reach this preferred market where top-buying income keeps your sales in the top brackets at all times.

STAMFORD ADVOCATE

Stamford, Conn.

Represented by The Julius Mathews
Special Agency, Inc.

We publish two good newspapers
... they are read by everybody
in and around Louisville

We sell advertising space at
reasonable rates.
It produces sales.



The Courier-Journal
THE LOUISVILLE TIMES

Owners and operators of
Station WHAS and Station WHAS TV
377,662 DAILY • 303,238 SUNDAY
REPRESENTED NATIONALLY BY THE BRANHAM CO.

RETAIL SALES (S.M. Forecast for November, 1953)

City	City	City	
Index	Index	Nat'l.	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	November
1939	1952	1952	1953

Connecticut (cont.)

★ Stamford	426.4	103.5	100.5	9.90
★ Waterbury	343.5	103.6	100.6	12.79

Delaware

Wilmington	363.5	102.5	99.5	20.15
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District of Columbia

Washington	341.0	98.1	95.2	117.23
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Florida

★ Jacksonville	467.2	104.5	101.5	29.49
★ Miami	546.9	109.1	105.9	48.18
★ Orlando	474.2	106.1	103.0	10.64
★ Pensacola	498.3	108.2	105.0	7.21
★ St. Petersburg	526.0	104.2	101.2	14.66
★ Tampa	497.0	107.2	104.1	19.57

Georgia

★ Albany	548.2	111.1	107.9	4.70
★ Atlanta	425.1	105.0	101.9	62.52
★ Augusta	477.1	95.8	93.0	10.22
★ Columbus	488.8	96.8	94.0	9.87
★ Macon	394.7	98.1	95.2	8.50
★ Savannah	407.8	105.4	102.3	12.02

Hawaii

★ Honolulu	388.0	103.7	100.7	26.58
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Idaho

Boise	336.9	97.6	94.8	6.35
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Illinois

★ Bloomington	380.9	112.0	108.7	6.43
Champaign-Urbana	390.5	97.1	94.3	8.30
★ Chicago	356.7	105.3	102.2	461.65
★ Danville	355.5	98.3	95.4	5.71
★ Decatur	339.0	98.2	95.3	9.29
★ East St. Louis	399.7	97.4	94.6	9.04
Moline-Rock Island-E. Moline	395.0	102.1	99.1	12.61
★ Peoria	330.6	105.1	102.0	17.26
★ Rockford	428.0	106.1	103.0	16.03
★ Springfield	395.0	107.2	104.1	13.84

ABC Says Paducah City Zone 52,016!

The Audit Bureau of Circulations on Feb. 11 credited Paducah with a city zone population of 52,016, retroactive to Oct. 1, 1952.

Previous figure was 36,327.

Since a billion-dollar atomic energy plant was started in 1951, the Paducah market has grown in every way. Put it on your 50,000 'national' list.

The Paducah Sun-Democrat

31,202 Paducah, Ky. R.O.P.
ABC Color
Burke, Kuipers & Mahoney

Hard Goods Sales Tell The Story

When a market shows record sales of hard goods lines you can bet it's a steady, dependable and PROSPEROUS region to sell . . . when refrigerators, radios, furniture, appliances move off dealers' shelves into homes and at a fast clip, it's proof positive of families with ability to buy and willingness to spend.

Furniture - household - radio sales in Biddeford-Saco reached \$240 per family . . . 51% higher than average for the State of Maine!

One paper can put your product on the best-seller list in Biddeford-Saco . . . the Biddeford Journal. Read in 95% of the homes in the entire market, it's your best introduction to big sales.

THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by
The Julius Mathews Special Agency, Inc.

It Takes Money To Buy

Taunton isn't the largest market in Bristol County, Massachusetts, but it's your best sales target because it has the highest per family buying power of the three largest markets.

Taunton families have an income of \$5,172 which is \$178 above Fall River and \$747 above New Bedford.

There is less sales resistance—you get more sales per dollar invested.

The Gazette, reaching more than 90% of all Taunton families, gives you that big sales lift . . . balances out other not-so-profitable markets. In Massachusetts, Taunton is a "must" if your really want to make your sales quota.

Taunton Gazette

Taunton, Massachusetts

Established 1884

Represented by The Julius Mathews
Special Agency, Inc.

RETAIL SALES
(S.M. Forecast for November, 1953)

City	City	City	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	November
1939	1952	1952	1953

Indiana

★ Evansville	438.1	116.9	113.5	16.92
★ Fort Wayne	433.6	113.2	109.9	20.78
★ Gary	481.0	114.9	111.6	17.76
★ Indianapolis	410.6	106.4	103.3	66.10
★ Lafayette	384.1	113.0	109.7	6.08
★ Muncie	351.1	105.3	102.2	7.04
★ South Bend	490.6	107.5	104.4	20.10
Terre Haute	329.6	100.7	97.8	9.48

Iowa

Cedar Rapids	377.7	100.6	97.7	10.67
Davenport	373.8	102.4	99.4	10.94
★ Des Moines	415.8	112.4	109.1	29.20
★ Dubuque	392.9	104.0	101.0	6.56
Sioux City	311.0	93.5	90.8	10.43
Waterloo	373.7	102.2	99.2	9.08

Kansas

Hutchinson	356.7	92.8	90.1	4.92
Kansas City	381.1	101.5	98.5	11.43
Topeka	385.2	102.6	99.6	10.40
Wichita	558.1	98.6	95.7	25.36

Kentucky

★ Lexington	384.2	104.1	101.1	10.85
★ Louisville	416.2	103.1	100.1	46.55
★ Paducah	545.6	110.2	107.0	6.80

Louisiana

★ Baton Rouge	576.4	108.3	105.1	13.67
Lake Charles	524.7	98.9	96.0	5.06
Monroe				
West Monroe	531.6	99.8	96.9	7.71
New Orleans	439.1	102.5	99.5	56.24
Shreveport	536.0	100.8	97.9	17.48

Maine

Bangor	303.8	97.2	94.4	5.27
★ Lewiston-Auburn	331.3	108.0	104.9	7.21
★ Portland	319.6	114.3	111.0	12.53

Maryland

★ Baltimore	352.9	106.3	103.2	114.53
Cumberland	273.4	96.5	93.7	5.00
★ Hagerstown	337.5	103.5	100.5	5.02

Massachusetts

Boston	267.6	101.1	98.2	112.03
Brockton	273.6	99.8	96.9	7.36
★ Fall River	317.4	106.2	103.1	11.02
★ Holyoke	359.5	104.1	101.1	6.64
Lawrence	307.0	101.0	98.1	9.39

... for full
population, sales
and income data
on these cities
see the May 10
SALES
MANAGEMENT
Survey
Buying Power

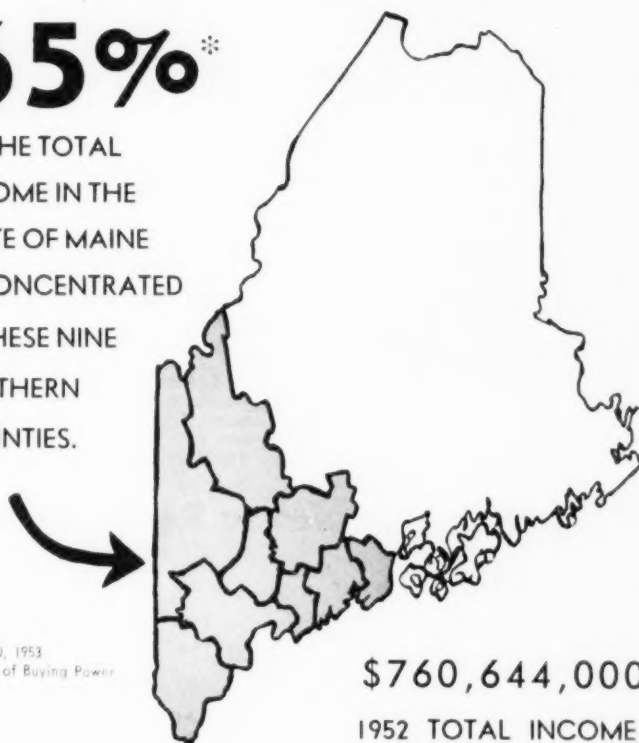


**Are You Advertising To Acreage
Or To People With Money To Spend?**

**The PORTLAND, MAINE Market
is a Nine County Sales Area**

65%*

OF THE TOTAL
INCOME IN THE
STATE OF MAINE
IS CONCENTRATED
IN THESE NINE
SOUTHERN
COUNTIES.



* May 10, 1953
Survey of Buying Power

\$760,644,000
1952 TOTAL INCOME

The PORTLAND newspapers give you
94% coverage of the city and retail trade
zone and 52% of the entire nine counties.

78,164 circulation daily . . . 87,243 Sundays

PORTLAND, MAINE
PRESS HERALD EVENING EXPRESS
SUNDAY TELEGRAM

Represented by The Julius Mathews Special Agency, Inc.



The **LITTLE FALLS TIMES** is the ideal medium to stimulate sales in this \$30,343,000 market.

★ **Coverage** . . . its circulation pattern blankets the entire trading area.

★ **Impact** . . . Little Falls families depend on The Times for news of what's going on, what to buy, necessities, luxuries, gifts, etc.

★ **Penetration** . . . The Times is read in 75% of the homes in the entire market area.

A three-star opportunity to put punch into your sales campaign . . . sell the rich Little Falls market through the

Little Falls Times

Little Falls, N. Y.

Represented by The Julius Mathews
Special Agency, Inc.

High Spot Cities

RETAIL SALES
(S.M. Forecast for November, 1953)

City	City	Nat'l.	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	November
1939	1952	1952	1953

Massachusetts (cont.)

Lowell	295.2	100.5	97.6	9.84
Lynn	292.9	99.9	97.0	10.39
New Bedford	312.7	102.9	99.9	10.89
Pittsfield	306.0	96.5	93.7	6.35
★ Salem	359.6	104.9	101.8	6.05
★ Springfield	311.8	105.6	102.6	22.30
Worcester	315.5	101.4	98.4	25.00

RETAIL SALES
(S.M. Forecast for November, 1953)

City	City	Nat'l.	
Index	Index	Index	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	November
1939	1952	1952	1953

Michigan

★ Battle Creek	449.6	104.9	101.8	9.37
★ Bay City	396.1	106.2	103.1	7.35
★ Detroit	446.8	115.4	112.0	253.91
★ Flint	428.6	119.2	115.7	26.27
★ Grand Rapids	427.1	114.1	110.8	29.44
★ Jackson	447.1	120.0	116.5	10.68
★ Kalamazoo	386.1	109.9	106.7	11.86
★ Lansing	420.0	106.6	103.5	16.70
★ Muskegon	446.4	111.5	108.3	9.08
★ Pontiac	463.5	110.7	107.5	12.31
★ Port Huron	380.5	110.8	107.6	5.88
★ Royal Oak				
Ferndale	620.9	119.8	116.4	11.49
★ Saginaw	431.0	113.1	109.8	13.21

Minnesota

Duluth	291.8	99.7	96.8	11.98
Minneapolis	313.5	98.9	96.0	72.10
St. Paul	287.5	101.1	98.2	41.16

Mississippi

Jackson	422.7	95.3	92.5	10.50
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Missouri

Joplin	325.1	97.3	94.5	5.03
Kansas City	407.0	101.7	98.7	78.18
St. Joseph	299.6	94.5	91.7	7.41
★ St. Louis	349.2	104.9	101.8	105.49
Springfield	393.1	98.0	95.1	8.72

Top-Notch Service to Readers and Advertisers Pays Off!

Here's the Score . . .

The Berkshire Eagle was declared the winner in the recent front-page make up competition for big city dailies, against newspapers in all New England cities of 50,000 or over, by the New England Associated Press News Executives . . . just one more indication of how the Eagle serves its readers — and why it is on record as one of the best read dailies anywhere.

And advertisers . . . feeling the sales impact of this high readership . . . respond with record linage. Just compare . . .

Population of City

54,800
248,000
107,800
205,100
181,400
225,200
136,100
667,500
648,200
2,104,900
799,100
799,100
799,100

Newspaper

Berkshire Eagle	10,809,000
Providence Journal*	7,541,000
Waterbury Republican*	9,459,000
Worcester Telegram*	9,911,000
Hartford Courant*	8,476,000
Syracuse Post Standard*	10,777,762
Albany Times Union*	9,569,900
Houston Press	10,881,000
Milwaukee Sentinel*	10,135,000
Los Angeles Daily News	8,422,000
San Francisco News	10,583,000
San Francisco Call-Bulletin	10,014,000
San Francisco Chronicle*	10,653,000

Total 1952 Linage

* six-day weekly comparison—The Eagle is not published on Sundays. Figures from E. & P., March 21, 1953.

The Berkshire Eagle, covering 100% of the city zone homes and 70% of the entire county, is the only sure way to reach these 134,200 big spenders.

THE BERKSHIRE EAGLE

Pittsfield, Mass.

Represented by The Julius Mathews Special Agency, Inc.

RETAIL SALES (S.M. Forecast for November, 1953)

City	City	City	
Index	Index	Nat'l.	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	November
1939	1952	1952	1953

Montana

★ Billings	384.6	103.2	100.2	6.10
Butte	201.4	95.5	92.7	4.32
Great Falls	324.2	93.9	91.2	5.65

Nebraska

Lincoln	363.5	102.8	99.8	12.15
Omaha	350.4	97.3	94.5	31.54

Nevada

Reno	361.3	101.6	98.6	7.05
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New Hampshire

Manchester	305.7	100.2	97.3	8.81
Nashua	296.3	98.5	95.6	3.73

New Jersey

Atlantic City	341.1	101.8	98.8	12.98
★ Camden	397.7	109.1	105.9	16.74
Elizabeth	353.4	101.6	98.6	13.56
★ Jersey City				
Hoboken	297.7	105.7	102.6	29.44
★ Newark	317.0	108.9	105.7	67.49
★ Passaic-Clifton	361.8	103.1	100.1	14.40
★ Paterson	354.9	109.6	106.4	20.87
★ Trenton	348.3	107.7	104.6	19.41

New Mexico

★ Albuquerque	809.1	112.3	109.0	16.12
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New York

★ Albany	338.7	105.1	102.0	21.93
Binghamton	324.3	98.8	95.9	11.76
★ Buffalo	372.6	109.8	106.6	79.62
Elmira	365.6	102.3	99.3	8.39
★ Hempstead				
Township	501.7	110.6	107.4	50.67
Jamestown	376.5	100.0	97.1	6.76
New York	311.3	101.1	98.2	848.42
★ Niagara Falls	366.8	106.0	102.9	11.12
★ Poughkeepsie	357.2	110.1	106.9	8.62
★ Rochester	317.5	106.9	103.8	46.07
★ Rome	397.6	103.3	100.3	4.06
Schenectady	348.6	97.0	94.2	13.33
Syracuse	344.3	102.9	99.9	31.17
Troy	326.7	99.3	96.4	9.50
★ Utica	343.1	107.3	104.2	13.24

RETAIL SALES (S.M. Forecast for November, 1953)

City	City	City	
Index	Index	Nat'l.	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	November
1939	1952	1952	1953

North Carolina

Asheville	370.0	97.0	94.2	7.05
Charlotte	484.0	102.0	99.0	19.65
Durham	431.7	98.5	95.6	9.18
★ Greensboro	657.7	107.6	104.5	15.66
★ Raleigh	450.3	103.0	100.0	9.82
Salisbury	322.5	94.8	92.0	3.05
Wilmington	413.9	99.9	97.0	5.19
★ Winston-Salem	404.5	107.4	104.3	10.08

North Dakota

Fargo	337.9	93.7	91.0	5.87
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Ohio

★ Akron	381.1	106.4	103.3	35.30
★ Canton	379.9	109.9	106.7	17.01
★ Cincinnati	337.7	106.7	103.6	66.45
★ Cleveland	371.5	107.6	104.5	133.35
★ Columbus	360.7	105.6	102.5	49.01
★ Dayton	428.9	105.4	102.3	38.99

HOW TO BREED AN ULCER —

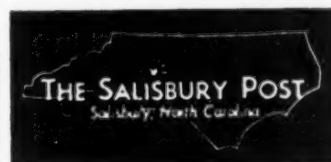
or
an easy way to
enlarge the one
you have.

Use wishful-thinking in your effort to sell Salisbury-Rowan. Buy only outside metropolitan papers. All of them combined have some 3000 circulation in this market.

If you're behind in your insurance, better play it safe and buy the POST, the ONE and ONLY newspaper that covers, influences, sells Salisbury-Rowan. Circulation over 16,000.

53 NEW national advertisers joined the POST the first half of 1953.

Send for your copy of the
1953 BRAND PREFERENCE SURVEY



WARD-GRIFFITH COMPANY
Representatives



A "PREFERRED" CITY FOR ONE WHOLE YEAR

Passaic-Clifton, one of North Jersey's principal shopping centers, is again ranked as a "preferred" Highspot City, according to Sales Management forecasts for November. For 12 consecutive months, Passaic-Clifton has maintained a better-than-national-average record for increased sales, this month 3.1% higher than November, 1952.

Your best buy in North Jersey . . . your best bet for increased sales . . . is Passaic-Clifton and The Herald-News, the North Jersey newspaper with the largest circulation in Bergen and Passaic Counties . . . 58,726 ABC.

THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office—James J. Todd, Mgr.
45 West 45 Street, New York 36, N. Y.—Columbus 5-5528

... for full
population, sales
and income data
on these cities
see the May 10
SALES
MANAGEMENT
Survey
Buying Power



Clamor At the Counter

Blankets to bicycles—cameras, clothes, curtains—hats to hassocks . . . in General Merchandise sales, the Woonsocket per-family average tops the R.I. family average by 26% (S.M. '53 Survey). Turn this clamor at the counter toward your products—sell this 100,000-plus market through its one-and-only local daily, the—

WOONSOCKET CALL

Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM
COVERS RHODE ISLAND'S PLUS MARKET

Add the IMPACT of COLOR in ALTOONA

Add reader-pulling color, matched to your exact specifications in the Altoona Mirror every day.

Use the combination you want

Black plus 1 COLOR

or

Black plus 2 COLORS

Remember, color adds pulling power to your story, helping you sell ALL the over 33,000 daily circulation of the Mirror.

ALTOONA, PA.'S ONLY EVENING NEWSPAPER

RICHARD E. BEELER
Advertising Manager

Altoona Mirror.

High Spot Cities

RETAIL SALES (S.M. Forecast for November, 1953)

City	City	City	
Index	Index	Nat'l.	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	November
1939	1952	1952	1953

Ohio (cont.)

★ Hamilton	474.4	106.9	103.8	8.25
Lima	406.4	102.2	99.2	7.75
★ Lorain	522.9	118.2	114.8	7.48
★ Mansfield	395.4	110.8	107.6	7.27
Middletown	381.9	95.7	92.9	4.77
★ Portsmouth	371.0	118.8	115.3	5.99
Springfield	371.7	99.6	96.7	9.73
★ Steubenville	275.2	111.1	107.9	5.55
★ Toledo	378.8	109.2	106.0	42.57
★ Warren	447.5	112.5	109.2	8.30
Youngstown	309.9	100.8	97.9	21.13
★ Zanesville	314.3	104.3	101.3	5.25

Oklahoma

Bartlesville	387.3	97.4	94.6	2.72
Muskogee	328.8	96.8	94.0	3.62
Oklahoma City	405.6	99.3	96.4	31.80
★ Tulsa	501.1	104.4	101.4	29.00

Newport, R. I. Market

Money—Money—Money
has anyone got any money?

We have!

Newport's family income of \$6,341 tops every city and county in the state . . . \$1,070 higher than Rhode Island and \$1,255 above the United States average.

Sell this high-income market through Newport County's only daily.

The Newport Daily News

Represented by The Julius Mathews
Special Agency, Inc.

RETAIL SALES (S.M. Forecast for November, 1953)

City	City	City	
Index	Index	Nat'l.	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	November
1939	1952	1952	1953

Oregon

Eugene	514.5	97.3	94.5	7.96
Portland	365.5	95.9	93.1	57.26
★ Salem	468.0	104.2	101.2	8.10

Pennsylvania

Allentown	368.2	102.5	99.5	15.27
Altoona	285.9	101.1	98.2	7.82
★ Bethlehem	399.8	107.0	103.9	7.43
★ Chester	418.2	108.3	105.1	9.66
★ Erie	467.5	105.2	102.1	19.27
Harrisburg	358.9	101.6	98.6	15.42
Hazleton	297.1	101.1	98.2	4.30
Johnstown	295.9	101.9	98.9	9.08
Lancaster	302.6	97.9	95.0	9.21
★ Norristown	338.5	106.5	103.4	4.89
★ Oil City	339.6	107.3	104.2	2.82
★ Philadelphia	348.4	106.4	103.3	228.00
Pittsburgh	326.8	97.2	94.4	94.10
★ Reading	339.7	111.5	108.3	15.89
Scranton	268.8	97.7	94.9	12.93
★ Wilkes-Barre	318.7	104.2	101.2	11.28
Williamsport	349.9	99.6	96.7	6.24
★ York	404.4	120.4	116.9	10.32

Rhode Island

Providence	282.6	100.0	97.1	31.81
Woonsocket	293.1	95.9	93.1	4.83

South Carolina

Charleston	369.6	95.8	93.0	9.17
★ Columbia	492.0	107.0	103.9	13.94
Greenville	443.3	101.1	98.2	9.86
Spartanburg	456.4	94.5	91.7	7.25

South Dakota

Aberdeen	464.0	95.6	92.8	3.76
Sioux Falls	342.5	95.4	92.6	6.81

Tennessee

★ Chattanooga	426.6	112.6	109.4	20.37
★ Knoxville	471.6	115.1	111.7	20.41
Memphis	429.4	101.7	98.7	49.66
Nashville	389.4	102.4	99.4	26.73

... for full
population, sales
and income data
on these cities
see the Max 10
SALES
MANAGEMENT
Survey
Buying Power



SALES MANAGEMENT

RETAIL SALES (S.M. Forecast for November, 1953)

City	City	City	
Index	Index	Nat'l.	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	November
1939	1952	1952	1953

Texas

Abilene	568.3	96.2	93.4	6.96
Amarillo	564.0	94.6	91.8	12.74
Austin	456.1	102.4	99.4	15.45
Beaumont	506.0	100.0	97.1	13.03
Corpus Christi	571.9	101.5	98.5	15.57
★ Dallas	549.1	108.6	105.4	81.05
★ El Paso	549.2	109.6	106.4	18.34
Fort Worth	591.2	99.7	96.8	46.93
Galveston	411.7	95.5	92.7	8.70
Houston	517.9	102.0	99.0	85.31
Laredo	513.1	93.3	90.6	4.21
Lubbock	721.5	95.5	92.7	13.01
Port Arthur	419.8	102.6	99.6	7.34
San Angelo	440.2	94.5	91.7	5.79
San Antonio	504.1	102.0	99.0	44.34
Texarkana	410.8	92.7	90.0	5.38
★ Tyler	441.8	103.7	100.7	6.28
★ Waco	545.0	103.3	100.3	11.51
Wichita Falls	431.8	95.2	92.4	8.66

Utah

Ogden	460.3	96.6	93.8	7.66
★ Salt Lake City	379.2	107.3	104.2	24.63

Vermont

Burlington	347.5	101.2	98.3	5.01
Rutland	280.9	94.8	92.0	2.77

Virginia

★ Danville	497.5	107.8	104.7	6.67
★ Lynchburg	339.0	105.3	102.2	6.15
Newport News	494.5	97.7	94.9	7.98
Norfolk	490.9	101.2	98.3	26.67
★ Portsmouth	577.2	109.0	105.9	8.13
Richmond	353.6	102.1	99.1	32.70
★ Roanoke	407.4	103.6	100.6	12.58

Washington

★ Bellingham	381.9	112.4	109.1	5.09
★ Everett	405.3	103.6	100.6	6.31
★ Seattle	371.9	104.3	101.3	66.22
Spokane	370.9	97.7	94.9	20.76
Tacoma	395.3	101.5	98.5	18.58
Yakima	405.5	98.9	96.0	7.95

West Virginia

Charleston	387.1	102.6	99.6	14.49
Huntington	361.2	97.2	94.4	9.62
★ Wheeling	331.9	107.1	104.0	8.23

Wisconsin

Appleton	368.8	99.6	96.7	5.05
★ Green Bay	348.1	106.3	103.2	7.84
★ Kenosha	451.8	112.4	109.1	7.51
★ La Crosse	401.2	109.4	106.2	6.86
Madison	335.2	101.6	98.6	12.69
★ Milwaukee	353.6	104.1	101.1	87.02
★ Oshkosh	401.7	107.8	104.7	6.26
Racine	407.6	99.8	96.9	9.38
★ Sheboygan	358.1	104.9	101.8	5.57
Superior	287.2	97.5	94.7	3.61

RETAIL SALES (S.M. Forecast for November, 1953)

City	City	City	
Index	Index	Nat'l.	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	November
1939	1952	1952	1953

Wyoming

Casper	480.7	100.1	97.2	4.77
Cheyenne	430.8	99.2	96.3	5.08

RETAIL SALES (S.M. Forecast for November, 1953)

City	City	City	
Index	Index	Nat'l.	\$
1953	1953	1953	(Million)
vs.	vs.	vs.	November
1941	1952	1952	1953

CANADA

350.8	104.0	100.0	1022.50
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Alberta

★ Calgary	553.3	108.0	103.8	24.29
★ Edmonton	637.4	115.0	110.6	25.82

British Columbia

Vancouver	418.6	98.8	95.0	51.45
Victoria	419.6	98.7	94.9	13.05

Manitoba

Winnipeg	370.7	101.7	97.8	42.86
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New Brunswick

Saint John	249.1	101.3	97.4	5.21
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Nova Scotia

Halifax	308.6	101.3	97.4	13.36
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Ontario

Hamilton	304.3	101.4	97.5	22.43
★ London	327.7	109.9	105.7	11.08
★ Ottawa	306.8	106.6	102.5	21.17
★ Toronto	354.8	108.9	104.7	120.12
★ Windsor	288.0	108.3	104.1	13.07

Quebec

Montreal	317.4	101.0	97.1	106.02
Quebec	332.0	100.8	96.9	17.76

Saskatchewan

★ Regina	462.9	116.1	111.6	14.86
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NORRISTOWN • PA • NORRISTOWN

LARGEST CIRCULATION IN HISTORY
RECORDS THE
GROWTH OF THE
MOST IMPORTANT
SEGMENT OF THE
GREATER PHILA.
AREA **NORRISTOWN**

24,186
ABC MARCH 31, 1953

Growing with the area, and helping to promote its growth—The Times Herald is the only newspaper on the "inside" . . . reaching an audience with over \$81,000,000 spendable income.

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NORRISTOWN, PA.

Represented Nationally By The
Julius Mathews Special Agency

average income
per farm



Cover 50 of Wisconsin's
Richest counties, Reach
139,140 radio farm
homes with an annual in-
come well over a billion
dollars.

Sell to the "cream" of
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advertisers for 21 years

Let us quote on your next
kit job

BRUCE, RICHARDS CORPORATION

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Mailers of Premiums

RAYMOND J. FRISCH, President

— Established 21 Years —

**860 Broadway, New York 3, N. Y.
GRamercy 7-8500**

HOW MUCH ARE YOU WORTH?

You are worth a good deal to our company, if you are a dynamic, aggressive man, capable of assuming the job of director of sales promotion for one of the world's largest distributor of automotive parts.

We need a man who can develop exciting sales ideas for our large national sales force. A man who can set the wheels in motion and follow through on advertising and sales ideas.

If you are capable of assuming executive leadership and have the drive and experience necessary for this exciting position, write your full qualifications and background, stating age, present salary, and enclose photo. Address Department M, P. O. Box 1200, Cleveland 3, Ohio.

All replies will be confidential.

COMMERCIAL RESEARCH

Leading pulp and paper company has new market research position for aggressive individual with objective approach to the development of markets for various grades of paper. He will headquarter in large, pleasant midwest city. Our employees know of this opening. Reply giving personal, educational and work history together with salary expected. Write Box #2994.



What you see here is at once a (1) street guide to New York City, (2) door opener, (3) conversation piece. It was born when a visiting executive asked...

Which Way's the Waldorf?

As a matter of record, the Waldorf-Astoria hotel is located at Park Avenue and 50th St., in what is considered a pleasant mid-Manhattan neighborhood. It is set up to provide ample and adequate shelter facilities, but beyond that, the Waldorf is frequently the locale for company banquets, board meetings, business luncheons and press conferences—a phenomenon for which the hotel management is thankful.

As a result, one is likely to see, in the lobby, a preponderance of New York City visitors. Standing in the west entrance to the lobby, one could throw his hat toward the east portal and have a fair mathematical chance to hit a divisional sales manager in from Denver for a three-day meeting with his bosses.

While not given to hat-throwing in hotel lobbies, Herman C. Sturm, advertising and business manager, *Business Week*, found himself, in 1951, in the Waldorf. He was attending a meeting of the National Industrial Advertisers. Many of the group were from out of town, of course, and Sturm, oddly, made a note of that fact on his cuff.

When he returned to his office later in the day, he exhibited the shirt-cuff notation to his associates. "Why not," he said with a promo-

tional inflection, "prepare some kind of a street number guide for out of town visitors?"

At the moment, 5,000 New York City street guides, designed in the form of an engineer's slide rule, are being distributed to business executives and advertising agencies in all major cities. And that isn't all. From the April 1 issue of *SALES MANAGEMENT*'s sister publication, *Sales Meetings*, Sturm checked off all conventions to be held in New York City during the coming year by associations representing industries which are active or potential advertisers in *Business Week*.

The list has been turned over to all *B-W* salesmen, together with a goodly supply of street guides. When the salesman calls on a company executive who in the salesman's opinion might be a delegate or exhibitor at a certain Manhattan convention, the salesman asks him if he'll be in the convention entourage. If the answer is yes, the salesman hands him a street guide—with a little speech about how the guide will help him find convention headquarters and, if desirable or necessary, the McGraw-Hill building, *B-W*'s home.

The guide was fashioned by Perrygraf Corp., Maywood, Ill.

reach New markets...

WITH stratified MAPS

the modern way of communicating with consumers...

Samuel Fitzsimmons & Co.

write — or call direct — 345 FIFTH AVENUE NEW YORK 17, N. Y. MUrray Hill 7-8805

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- direct selling
- fund raising campaigns
- investment offers
- pin point advertising



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ADVERTISING AND MERCHANDISING MANAGER WANTED

Biscuit and Cracker company with modern manufacturing facilities in the East invites applications for position of Advertising, Sales Promotion and Merchandising Manager. Preferably, but not essential, a person with some biscuit and cracker manufacturing and sales experience. Position offers excellent opportunity for future advancement. Salary will be based upon past experience and advancement upon results obtained. All replies will be held strictly confidential. Write Sales Management, Box 2999 stating experience and qualifications.

ADVERTISING EXECUTIVE AVAILABLE

Seasoned creative man seeks permanent location in small city or town. Ten years advertising and promoting sale of leading nationally advertised industrial and consumer products. Broad knowledge marketing, editing, graphic arts. Resume on request. Box 2998.

5½ acres across street from just completed 88,000 sq. ft. shopping center between Barksdale Field and downtown Shreveport, in fork of two busy thoroughfares, ample parking, truckage. 822 Com. Nat. Bk. Bldg., Shreveport, La.

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The Scratch Pad

BY T. HARRY THOMPSON

Blue Note: If there's anything in a name, the "cobalt bomb" would come like a bolt from the blue.

Never Underestimate, Etc., Dep't: Eighty percent of the wooden, cigar-store Indians once popular in this country were squaws, according to the National Geographic Society.

MARRIAGE-COUNSELOR: One who is playing with matches.

A small boy's best press-agent is his grandmother.

Add similes: "As independent as a flea with two dogs."—Bugs Baer.

The Philadelphia phone-book lists a John T. Turvey. The "T" isn't for "Topsy," I'm certain.

They tell me the tunnel-of-love is on its way out as an amusement-park concession. Who needs tunnels?

Marsh Pickett says the column's slogan for a gold-miner reminds him of one that used to cheer dentists up when they were feeling down in the mouth: "There's gold in them thar mountings."

Frank Klapp sends a slogan for a humidifier: "Protection when you need it moist." Thanks, Moistro.

Sign in a general store in Center Square, Pa.: "If you don't see it, hunt for it like we do."

Mickey Finicky Dep't: Our cleaning-woman has a pussycat named "Mickey." Seems he's crazy for Puss

'n Boots cat-food. They tried him on another (and cheaper) kind, which shall be nameless. Brand-conscious Mickey padded over to a saucer of it, sniffed, walked away. He's back on Puss 'n Boots. The cheaper brand has been thrown out.

Nir—"You say you gave your friend Hugh a promissory note?"
Wir—"Yeah, a sort of I Owe Hugh."

Aside to Walt Weintz of *Reader's Digest*: Thanks Walt for sending me the Condensed Books for the second year. I read and enjoy them comma-by-dash.

Take the word "exciting" away from a lot of today's copywriters and they'd be out of business.

Herb Rinn says he'll have to pay more attention to his standing as a gourmand because, for the first time, he has noticed a restaurant just two blocks away from Niagara Falls called "Gorge Grill." A place for gorgeous gorging, naturally.

Tessie O'Paque says that radio commercial is pretty silly: "Wolfington's, the name on your grandfather's broom." In fairness to Tessie, a *brougham* was before her time.

I think a lot of portable typewriters might be sold with the theme: "For those who hate to write letters by hand."

An AP dispatch begins: "Watermelons have a meloncholy place in Wilmer Sutton's life." Hear, hear!

One of the deviations from the norm Dr. Kinsey failed to note in

his latest taxonomic report, as he calls it, is the drinking of iced tea in winter-time.

Incidentally, the Kinsey reports on the male (1948) and the female (1953) make me wonder if the aggressive male of the human species may not be like that of the feline species. Which suggests a couplet:

When you hear a tabby yowl,
You know a tomcat's on the prowl.

The automobile replaced the horse-and-buggy but, at the track, you still need a horse-and-courage.—T.H.T. in *Imp.*

Thanks to advertisers, Lucille Ball's face is better known than George Washington's.

Orville Reed says *selling-effort* isn't something you can turn on and off at will. Unless you're willing to turn *profits* on and off as well. The rent comes due every month, payrolls are met each week, supplies must be bought and worn-out equipment replaced. This goes on 12 months out of the year. When you turn off *selling* for a period of time, you may find it hard to turn on *orders* when you need them. Check!

"We didn't all come over on the same ship, but we're all in the same boat."—Bernard Baruch.

Judging by sound, you'd think the Spanish word *melocoton* signifies melon. It doesn't. Means a peach-tree or its fruit.

On top of a new Pennsylvania state-tax, Philadelphia has a new and unpopular mercantile tax. While its validity was being decided by the courts, my CPA waited, then forgot the whole thing. Problem: Should I sue him for the four-cent penalty I had to pay?

Logic Confounded Dep't: I was about to credit much of our record prosperity to our unprecedented increase of population when I suddenly remembered India, where the birth-rate has conversely contributed to poverty. As a logician, I'm a psychoceramic, or crackpot.



A popular "carry home" package

Wherever . . . whenever . . . busy production executives have a few minutes for reading metalworking facts and features, there you will find MODERN MACHINE SHOP. This authoritative publication goes out in the shop and a great many copies go home for careful reading of editorial material *and* advertising.

To readers, it's a handy-to-carry-and-read "package" of the latest information on metalworking methods and equipment. The contents range all the way from a four page article that minutely examines a specific plant's methods to a four line item on new equipment.

To advertisers, it's an economical "package" which delivers a selling message *direct* to production executives, men who buy or influence the buying of equipment and supplies for literally thousands of the country's metal working plants.

With over 40,000 circulation, MODERN MACHINE SHOP reaches more of these important buying factors *than any other publication in the metalworking field*. As a matter of fact, MODERN MACHINE SHOP's "plant circulation," 28,000 individual plants receiving one or more copies, is larger than the total circulation of many "leading" metalworking publications.

Put your money where your market is. Send your advertising "out in the shop" with MODERN MACHINE SHOP for maximum readership *and* results.



Write for New 48-page FACTS FOLDER,
"Highway to Metalworking"

MODERN MACHINE SHOP
431 Main St. Cincinnati 2, Ohio



NO OTHER MEDIUM GETS SUCH BUYING ACTION!



YOUR advertising gets buying action which no other medium can match when you place it in the newspaper. You hook it into a dynamic relationship that generates greater volume and velocity of results.

People turn to the newspaper with a personal interest not given to any other medium. They depend on it for participation in the affairs of their own community. It is their primary, and for many their only, source of the information and guidance they want in order to manage their affairs and get more out of life.

Your best—and basic—Chicago prospects are the families who read the Tribune. Their buying attracted to the Tribune during the twelve months ended June 30, 1953, more than \$57,000,000.00 in advertising—far more than has ever been placed in any similar period in any other newspaper in the world.

A Tribune representative will be glad to discuss with you a plan to help you build greater sales and a consumer franchise for your brand among Tribune readers. Why not ask him to call?

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